



PERFORMEASURE® ASSESSMENT

MARKET ANALYSIS

Oslo metropolitan university

European Project Semester

Developed by: Tom Kaal | Marc Mathiot | Marc Relats Camps | Daniël Roose

Contact: groupi@365.oslomet.no

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ABSTRACT

This report looks for business applications for the Performeasure® Assessment¹. The Performeasure Assessment is the result of the investigation work conducted by the researchers Dr. Harald Harung and Dr. Fred Travis, both with peak performance and brain development background. This technology is used to measure brain development using an EEG brain scan, with really promising prospects. The business idea thought for the Performeasure Assessment, was to use it to evaluate management development programs. Then a market analysis was carried out in four different European cities: London, Paris, Amsterdam and Barcelona. The target client's thought were start-ups, universities and consulting firms. Therefore, the viability of the markets and the feasibility of the service thought for the Performeasure Assessment were discussed, as a result, it was seen that all the markets were in positive growing and it would be a great idea to start a business now, but nevertheless the service needs to be rethought. Some ideas for different approaches or further studies were suggested, such as giving and incentive to the potential clients in order to get more feedback from them. This report could be used as a reference for further studies.

¹ The Performeasure® Assessment is the trademark of Brain Integration Systems LLC, Fairfield, Iowa, USA.

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1. INTRODUCTION

Integrated brain functioning. Maybe a concept that you have never heard about before, but this is the basis of the Performeasure Assessment. The Performeasure Assessment is a technology to measure the performance of the brain. According to Doctor Harald Harung, brain integration is the cornerstone to success in today's labour market. Brain integration is when the brain is working as an integrated whole. Jobs have changed a lot in recent years, from a situation in which most jobs were based on a repetitive task that had to be done to a new concept of working in which every day the type of work changes and workers must adapt to the new challenges, which requires a higher capacity of analysis. This is also true for managers as the management structure is changing from a top down traditional organization to a learning organization with more personal freedom (Appendix 1).

Due to this situation, the connection of the different parts of the brain, which will be call "brain integration", (Chapter 1.1.1) could play a key role in the next step of how business is done. Because of this, the perspectives of this market look very attractive. Doctor Harald Harung wants to use the potential of this idea to create a business. In order to minimize the risk of starting a business and knowing the difficulties in convincing investors a market analysis was developed. The market analysis is one of the most important parts of any business strategy. Its objectives are to reduce risk when implementing a new service, understand your potential clients and the market conditions with the goal of developing a viable service. The market analysis will also help distinguish the start-up from other companies which improves the changes of getting the investments necessary to start.

The report is set up in five chapter, first an introduction to the current situation and an introduction to the technology. Secondly a description and justification for the research in chapter 2, Method. In chapter 3 the results of the research are laid out this includes the market research, competitors and the interviews with the clients. The fourth chapter compares the results of the market research and the interviews in order to come to a conclusion in the fifth and final chapter. In this chapter a recommendation is given on how to continue with the business.

In the following section, you will have a description of the stakeholders of this project, followed by an explanation of the technology and its analysis. Then more information about the importance of doing a business plan will be given (1.2.), pursued by the explanation of the choice of the choice of clients (1.3. and 1.4.), to end up with the mission of this whole project this report is about (1.5.).

1.1. STAKEHOLDERS

This project has a total of six stakeholders of which four are considered core stakeholders these are the four students working full time on the project; Tom Kaal, Marc Relats Camps, Marc Mathiot & Daniël Roose. They have all been given the opportunity to participate, influence and be informed on the progress of the project.

Harald Harung will be a primary stakeholder with several years in research on brain development. He wants to launch his start-up concerning his project "The Performeasure Assessment" to ensure that the research continues. The project will directly influence the choice about his potential clients, markets and the evolution of his analysis. He must be informed about the process and will directly influence choices to complete the project mission.

Frederick Travis is partnering up with Harald Harung to create the start-up here in Norway. His job will be analysing the data gathered by the start-up. However, he will not influence or participate in this project, but he will be informed of the progress if he so wishes. His motivation can be summed up in the following way; Frederick Travis wants his research to continue and popularize it at the same time. All this makes Fredrick Travis a secondary stakeholder.

The ownership of the commercialization of the Performeasure Assessment belongs exclusively to Harald Harung and Fred Travis. Having met both creators of the Performeasure Assessment, more detailed information about the invention will be presented down below.

1.1. PERFORMEASURE ASSESSMENT

The Performeasure Assessment is a recent invention and a lot of people never heard about it. The following is an introduction and explanation of the Performeasure Assessment. The Performeasure Assessment can be divided in three different measurements:

- Brain Integration (EEG scan)
- Moral Reasoning
- Frequency of peak experiences

By combining those three measurements it is possible to distinguish the world-class performers from other performers. With this technology it is possible to analyse the performance of the brain.

1.1.1. BRAIN INTEGRATION.

Brain integration is the name given to the connection of the different parts of the brain and it is one of the three measurements of the Performeasure Assessment.

This measurement will be done with an EEG (Electroencephalography) (Figure 1). With an EEG it is possible to see the brain activity of a person. It is like a swimming cap with holes for the sensors. The cap is connected to a laptop that records the subject's brain waves. Brain waves are tiny electrical pulses associated with neurons (brain cells) firing. The brain integration consists three measures:

1. Coherence in the frontal cortex. This measure analyses how the different parts of the brain are working in synchrony and harmony with each other (Harung & Travis, Brain Intergration in world-class athletes, 2018, p. 25).
2. Higher alpha1 power/waves along with lower gamma power/waves. Alpha1 waves are an indicator of restful brain activity (Harung & Travis, Brain Intergration in world-class athletes, 2018, p. 27). Gamma waves are seen during strong focus or concentration (Harung & Travis, Understanding the details of integrated brain functioning, 2018, p. 60).
3. More appropriate brain preparatory response. This measure analyses how efficiency the brain functioning's are (Harung & Travis, Brain Intergration in world-class athletes, 2018, pp. 28-29).

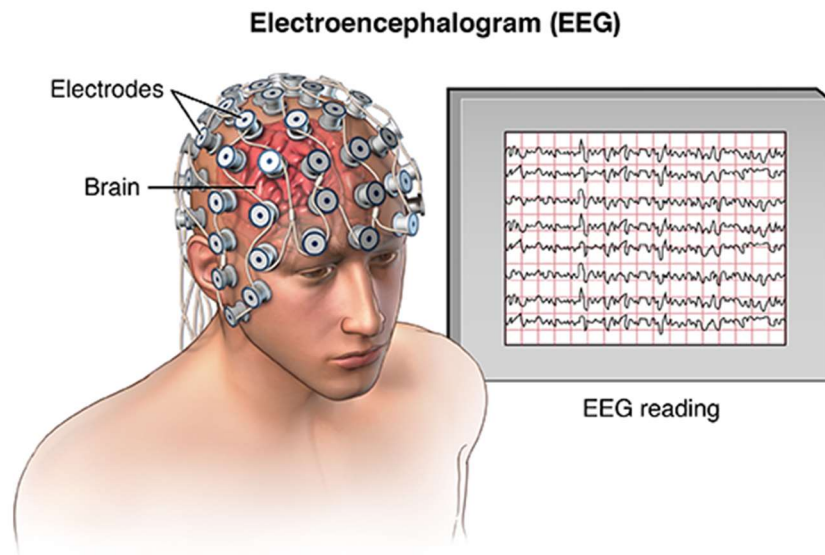


FIGURE 1, ELECTROENCEPHALOGRAM REPRESENTATION (MICHIGAN ADVANCED NEUROLOGY CENTER, 2018)

With those three measures it is possible to see how developed the brain is. It takes about 40 minutes to complete the whole measurement. During the process of attaching the sensors the person will fill out the psychology assessment and the frequency of peak experiences questionnaire. The brain integration test consists of two different parts.

The first part is a simple reaction time task. On the screen will appear an asterisk that will be followed by a tone after 1.5 seconds. At this moment, the person must press a button as soon as possible.

The second part is a choice reaction time task. This task involved 2 times a one- or two-digit number 1.5 seconds after each other. The person has to as quickly as possible choose which is the biggest digit by pressing the button on the controller in the left or right hand.

The objective of the reaction time test is to see how the brain prepares to respond during the two tasks. An expert will analyse the outcome of the tasks and transfer it in a number. This number will be combined with to other measurements.

1.1.2. MORAL REASONING

Moral reasoning is for a person a process in which it tries to determine the difference between what is right and what is wrong (Wikipedia, 2018). To know how people will react in different situations the Performeasure Assessment is using a psychology assessment. The outcome of the assessment can be classified in three broad ranges of moral reasoning: Egocentric, sociocentric or world centric.

The Gibbs theory is the assessment the Performeasure Assessment is using to analyse the moral reasoning. An expert analysis the answers and will compare it with a database. The database includes answers from people who made it before. By comparing it, it is possible for the expert to transfer the answers in a score which is a part of the summary of the Performeasure Assessment.

1.1.3. FREQUENCY OF PEAK EXPERIENCES

The measurement of the frequency of peak experiences will be done with a questionnaire. An expert will analyse the answers and assess which experiences are genuine peak experiences. The expert will transfer the answers into a score.

Anything that comes close to perfection, an experience of perfection will produce a peak experience (Abraham Maslow on Peak Experiences, 2016). A peak experience is a moment accompanied by a euphoric mental state often achieved by self-actualizing individuals (Wikipedia, 2018). Peak experiences are moments of optimum human development and happiness.

Peak experiences can be divided in four different categories:

During rest or relaxation.

For example, meditation, praying or a quiet moment. An experience of a completely peaceful state. The mind is very awake, but quiet. A state when consciousness seems to be expanded beyond the limitations of thought, beyond the limitations of time and space.

During activity

During a performing activity one experiences of a state of silence within, underlying and coexisting with activity, yet untouched by activity.

During sleep

An experience of a quiet, peaceful, inner wakefulness.

Luck

Wishes and desires are fulfilled in a way that seems to be caused by fortunate coincidences or good luck.

The football player Pelé had a peak experience during the final of the world championship. He described his experience as followed (Pelé & Fish, 1977).

‘Suddenly I felt a strange calmness I hadn’t had experienced in any of the other games. It was a type of euphoria; I felt I could run all day without tiring, and I could dribble through any of their team or all of them, that I could almost pass through them physically. I felt I could not be hurt. It was a very strange feeling and one I had never felt before. Perhaps it was merely confidence, but I have felt confident many times without that strange feeling of invincibility.’

All the measurements will be combined to one score by using a calculation: *Perfomeasure Assessment = Brain Integration Scale + moral reasoning + Survey of Peak Experiences + 3*. It does not have a unit. The score will be compared with a database to see how developed the brain is. It is also possible to have two scores from the same person and analyse if there is any improvement after a course of programme.

1.2. BUSINESS ANALYSE

The goal of Harald Harung is to create a start-up. He had different idea of how he could use the Performeasure Assessment in a way to assist people in their job. What he lacked was information about the current market in Europe. Therefore, a market analyse has to be done.

The choice of analysing samples of important European cities trend is a way to lead a market analyse. Paris, Amsterdam and Barcelona were therefore chosen.

However, due to the complexity of the market, the lack of time and the high possibility of applying the technology in several fields, choice had to be made on how the research should be led. Management development was one of these possibilities. It is a field which can be narrow easily and then flexible for the success of the project.

Given that this is the first analysis, a quick and simple explanation had also to be made to explain what the Performeasure Assessment is.

So on, the project focus on a market analysis in management development programs.

1.3. THE IMPORTANCE OF MANAGEMENT DEVELOPMENT PROGRAMMES

The definition of management development is the process by which managers learn and improve their skills. Management development programmes have been in existence in various forms for a long number of years and a lot of companies focus their business on offering these kinds of programmes. These programmes are mostly used by companies who are looking for better results on their employees' performance. On the one hand, those programmes provide several benefits to the institutions that decide to apply this training to their employees. From higher revenues to enhanced public recognition or increased knowledge of business issues, practices and problems (Greer, 1986).

On the other hand, these programmes are a big investment for the companies and it is often difficult to obtain an accurate measure of effectiveness. So, methods to objectively measure the outcome of these programmes would be an improvement for the industry. Every organization that invests in management and leadership development should find out how the benefits stack up to the time and money invested. However, the evaluation of management and leadership development (M&LD for short) is still an area in which the theory practice gap seems especially wide.

As it is for every large investment, companies want to evaluate if what they pay for are worth it. Therefore, the evaluation of these programmes is necessary for the seller of such programmes to prove their efficiency and get feedback from the customer to improve them. Research shows that 80% of management development programmes do not work or only work temporarily (Smith & Peters, 1996). It is important for companies to have better developed managers because the business structures are changing. It is changing from managers working on their own individual tasks and giving tasks to working in little groups on different tasks. High brain development is essential for the managers of the future.

1.4. EVALUATION OF MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAMMES

Many employers use feedback sheets after learning events, what is commonly known as “happy sheets”. They also occasionally carry out more in-depth work, especially when retendering for a major programme provider or when senior people ask how well the money has been spent.

Despite this, some companies seem to not care about it, but evaluation is a major opportunity to learn from them. Evaluation is the framework for gathering and making sense of information to help companies assess the success of management and leadership development efforts and make sound decisions about future investments.

1.1.4. CHALLENGES OF EVALUATION

As presented before, evaluation is a key step in management development programmes, but its evaluation is very challenging. Some of the most common challenges that companies usually find are the following ones.

- **No will to spend money in evaluation**
Practitioners wish to evaluate but don't want to spend much resource on doing so, as there is then less to spend on training delivery. Some experts claim that 10% of a development intervention's budget should go in evaluating it.
- **Surprising lack of real pressure from business stakeholders to require evaluation of management development spend**
The private sector seems to be more willing to invest in management learning as an act of faith than the public sector. Providers, such as business schools, find purchasers of management development very unwilling to commission evaluation.
- **HR quarters concern**
Evaluation may turn out to be very critical of the effectiveness of management learning interventions.
- **Difficulty to identify cause effect**
It is extremely difficult to show clear cause and effect in management and leadership development. Management learning and its application can easily be affected by external factors changing at the same time, such as reorganizations or changes in business strategies.
- **Uncertainty to decide the quality to measure**
Knowing which quality needs to be measured before the training could be a challenge. This is different from training courses aimed at defined tasks or skills, where the assessment before the training can be more straightforward
- **Different results for different people**
A single training programme might work different for different people, who may have very different learning attitudes and learning styles.
- **Lack of control groups**
The lack of control groups is also a problem, the evaluation cannot often compare those who have received training and those who not.
- **What does leadership development mean?**
The impact of leadership development does not necessarily follow a linear path from a training input to acquired knowledge and skill, to behaviour and thence to business results. A

lot of leadership development is much more about an inner journey of ideas, feelings and self-awareness.

Since managers play a critical role in the success of a business, one primary strategy to promote and develop managerial performance is the training process. It is necessary that the methods employed to measure the effectiveness of training be meaningful and acceptable, not merely to researchers and trainees, but to the wider group in the organization concerned with any organizational activity.

As the need for current and future effective managers increases in all types of organizations, training programmes and design tools for the evaluation process become more important

1.1.5. TRAINING EVALUATION CRITERIA

Within the evaluation theory about managers' effectiveness there are two tendencies. The first one is a central or individual criterion. It focuses on the skills that the manager has achieved after the training period, whereas the second approach focusses the attention on the result that the manager achieves when he does his task in a defined period.

1. Manager individual criterion

This criterion believes that skills, attitudes, values and beliefs and sometimes even opinions influence the way of working. In consequence, the evaluation of managerial effectiveness is referred to the evaluation of their job behaviour while they carry out their tasks and duties.

2. Results criterion

This approach bases its criteria on the acceptance that it is more important to measure the job performance after a training period.

Some authors support the idea that the two approaches need to coexist so that the training influence on the managerial effectiveness and the results of training on job behaviour would both be valuable in a company (Ekaterini Galanou, 2009).

Even though most of the companies use both criteria, the Performance Assessment would focus on the manager individual criteria.

The choice of evaluating criteria is a primary decision that must be made when evaluating the effectiveness of training. Although newer approaches to, and models of, training evaluation have been proposed the Kirkpatrick four-level model of training evaluation and criteria continues to be the most popular.

There is no doubt that it is very difficult for the employee development to demonstrate the cost/benefit of training offers to the organization. Difficulties related to the long-term benefits are derived from training provision and this would necessitate costly ongoing evaluation. Moreover, unless a pre-test was to be undertaken, it would be difficult to attribute any improvement in knowledge/skills to the training course.

Some of the typical models used currently for the evaluation of management development programs will be explained, here below.

1.1.6. THE KIRKPATRICK MODEL

Donald Kirkpatrick (March 15, 1924 - May 9, 2014) was a Professor Emeritus at the University of Wisconsin. He was also the president of the American Society for Training and Development (ATD). He published first his model on the U.S. Training and Development Journal, it is one of the most extensively used evaluation models. His model is a 4-level model to evaluate training comprising 4 key points.

1. **Reaction:** This level measures how trainees (the people being trained) react to the training. This evaluation does not measure what participants have learnt but gauges the interest, motivation and attention levels of the participants.
2. **Learning:** The objective of this level is to measure what trainees have learned. How much has their knowledge increased as a result of the training? This evaluation allows participants to demonstrate their understanding of specific skills and/or knowledge within the learning programme.
3. **Behaviour:** The third level is known as behaviour or performance. This involves assessment of the trainees' ability to use their newly learned knowledge or skills in the workplace. This level tries to find out if the trainees really use what they have learned in the training.
4. **Results:** This level includes outcomes that you or your organization have determined to be good for business, good for the employees or good for the bottom line (Andy Smidt, 2009).

1.1.7. "HAPPY SHEETS"

Developing a full Kirkpatrick's assessment can be time consuming and problematic to assess and most training interventions are assessed by generic "happy sheets".

Happy sheets are usually only rated as level one on Kirkpatrick's model. These are questionnaires handed out at the end of a session which arguably can be criticised for encouraging hurried, subjective or emotional reactions to training. This type of evaluation sheet be useful for letting the commissioners know that 95% of people *liked* the training, but liking is not the same as learning. This kind of evaluation commonly asks participants to rate the quality of the teaching/teacher, alongside the comfort of the facilities, the parking and the refreshments – they may superficially ask what the participants will take back to your work environment or a question of that sort but they rarely elicit evidence of 'deep' learning (Lambert, 2012).

1.1.8. RETURN ON INVESTMENT (ROI)

The previous methods, Kirkpatrick's and happy sheets are subjective methods. To add an objective overview to the analysis some authors suggest including an economic part on the training evaluation. This part is known as Return on Investment. The inventors of this method were A.C. Hamblin and Jack J. Phillips (Kara Lynch, 2006).

The method is divided in 3 phases or steps:

1. **Assessment planning:** This phase defines the programme objectives, states the purposes of the evaluation, determines the types of benefits to be measured, determines the method of data collection and also the timing of evaluation.
2. **Data collection:** The second phase of the model is data collection. This phase includes determining the costs of the programme and collecting the benefits data.

3. **Data analysis:** This model includes evaluating the data and communicating and reporting the results. Determining costs is usually straightforward. To determine the benefits, it is necessary to convert the qualitative data into monetary values.

To identify those results, the ROI is calculated using the following financial ratio:

$$ROI\% = \frac{(BENEFITS - COSTS)}{COSTS} * 100$$

Even though the ROI is a good indicator to measure if the investment on the management development training programme was worth or not, some objective ways to measure the brain development are still missing and this is where the Performeasure Assessment can be helpful (Figure 2).

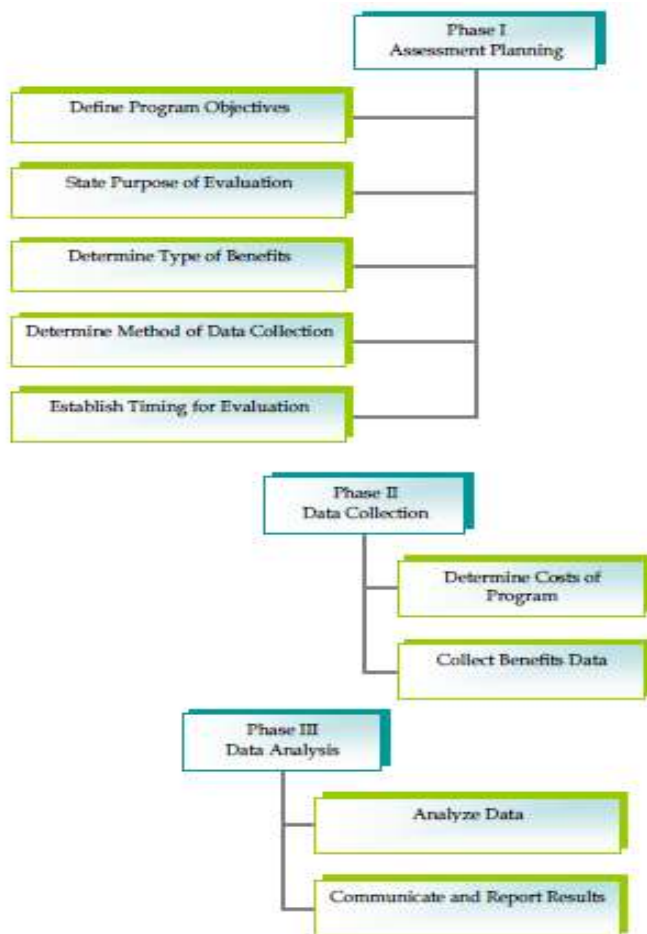


FIGURE 2, THE DIFFERENT PHASES OF THE ROI EVALUATION (KARA LYNCH, 2006)

Once placed and learned about the importance of management development programs and its evaluation, the report can continue with the mission statement.

1.5. MISSION STATEMENT

The project focuses on four European markets each market is researched for the service with the Performeasure Assessment as underlying technology. This results in the following mission statement;

Analyse four European markets for the potential to use the Performeasure Assessment to assist in the evaluation and improvement of management development.

Several goals have been set to complete the mission, whether these goals have been reached is discussed in the fifth chapter of the book.

- **Popularization of the Performeasure Assessment**
The technology is unknown this resulted in a lot of insecurities with clients and therefore an effort was made to popularize the technology as a whole.
- **Help the developers to apply their technology in management development**
The technology used in the assessment is well researched and tested. The next step was to use this research in the design of a service that used the technology.
- **Identify four different markets to analyse**
Using the already existing international connections and local knowledge of the project group four European markets can be identified and be used to research the market potential.
- **Identify the best clients**
There are several potential clients that can profit from the Performeasure Assessment the research will be limited to one client group. By using the Value Proposition Design the best client can be identified.

2. METHOD

The project ran from the twentieth of August 2018 until the twenty-first of November 2018 with the Performeasure Assessment as the leading technology. The books; *Excellence through Mind-Brain Development: The Secrets of World-Class Performers* and *World Class Brain* were both written by the primary and secondary stakeholders of this project. These books explain the Performeasure Assessment and form the basis of the developed service. The service was developed using the value proposition design and is based on the chosen client and the technology.

The market analysis was conducted after this by contacting several companies in four different markets. Any interested clients could then be interviewed, and an analysis based on the responses and interviews was subsequently conducted.

1.6. EXCELLENCE THROUGH MIND-BRAIN DEVELOPMENT: THE SECRETS OF WORLD-CLASS PERFORMERS

“Excellence through mind-brain development: the secrets of world-class performers” is a book that explains in deep The Performeasure Assessment, and in which we based our learning of the Performeasure Assessment. The book is written by Doctor Harald S. Harung and Doctor Frederick Travis. In this book they present their research regarding mind-brain development, and the effects of this development to achieve success. They also present the data they gathered with their studies in collaboration with top performers in different fields such as music, management and sports.

The first five chapters of the book focus on describing how the brain works and the relation between this brain functioning and performance. While in the sixth chapter the Performeasure Assessment is explained. Moreover, in the last chapter of the books some methodologies to improve the brain integration and consequently the performance are explained.

1.7. WORLD-CLASS BRAIN

The book, *World-Class brain*, is a simplified version of the book *“Excellence through mind-brain development: the secrets of world-class performers”*. The book starts with the integrated brains of world-class athletes, managers and musicians to creating integration in organizations and society. It is written by Doctor Harald S. Harung and Doctor Frederick Travis and supported by their research.

The first four chapters of the book focus on the performance of the brains of the world-class performers using the brain integration, moral reasoning and the frequency of peak experiences. Followed by the introduction of the Performeasure Assessment and comparing the difference between average performers and world-class performers. From chapter six to eight is the book about what the brain integration is, how to analyse it and how to improve it by doing Transcendental Meditation. The last three chapters are about understanding peak experiences & higher states of consciousness and how integrated brains goes to integrated organizations and society (Harung & Travis, 2018).

The book helps to understand the technology behind the Performeasure Assessment and is a fundamental part of research.

1.8. THE FOUR MARKETS

Four markets were considered during the development of this study. Those four markets were four cities in four European countries: Amsterdam, Barcelona, Paris and London (see Figure 3)



FIGURE 3, EUROPEAN MAP WITH THE 4 STUDIED CITIES (GOOGLE IMAGES)

The project group had local knowledge about the market and spoke the local languages which opened up possibilities that the primary stakeholder did not have before. Most notably the possibility to conduct interviews in the native language of the clients. And read reports about the market not available in either English or Norwegian.

On each of these markets' desktop research was done. A lot of information about potential clients, competitors, market size and market value could be found online. Additional information was found in books and by conducting interviews.

1.9. THE CLIENT

After deciding on the markets in which the market analysis would be done, the decision on what client the focus should be on, could be made. The research as described in the book *Excellence through Mind-Brain Development* was done with three different groups; Musicians, Athletes and Managers (Harung & Travis, *Excellence through Mind-Brain Development*, 2016). This means that a lot of data was already available for these groups and therefore one of the three was the best option.

Research shows that 80% of management development programmes do not work or only work temporarily (Smith & Peters, 1996). It is important for companies to have better developed managers because the business structures are changing. It is changing from managers working on their own individual tasks and giving tasks to working in little groups on different tasks. High brain development is essential for the managers of the future. The Performeasure Assessment can evaluate management development programmes on a fundamental level. This allowed the Performeasure Assessment to be used as an evaluation tool for management development programmes.

This resulted in the decision to use managers as the client in the market analysis.

1.10. THREE POSSIBILITIES FOR CLIENTS

The clients have been separated in three different groups to find the perfect fit for the Performeasure Assessment. These are as follows; universities, consultancies and start-ups.

2.1.1. UNIVERSITY

Universities are updating their programmes for students to ensure that the managers and leaders of the future can work in the business of the future. This means high levels of brain integration for students which is something the Performeasure Assessment could help discover. Furthermore, student would be able to use their brain scan in their job interviews to show that they are indeed leaders of the future with the high level of brain integration that is needed for the job. So, based in this criterion universities could be potential clients and interested in using the Performeasure Assessment as a technology to study.

2.1.2. CONSULTANT

Consultancy firms have programmes to develop managers that don't work or only partially work. Consultancies are huge companies seeking the maximum benefit, and they are constantly evaluating and redesigning their training programmes. The Performeasure Assessment could help firms with the improvement and optimization of these programmes as well as ranking those programmes from most effective to less effective and offer this information to their potential clients.

2.1.3. START-UP

Often based on new business structures start-ups are smaller and more willing to change and listen to new ideas. This could be an opportunity for the Performeasure Assessment to help with the evaluation of their management development programmes.

1.11. VALUE PROPOSITION DESIGN (VPD)

After defining both the markets and the client a specific service based on the Performeasure Assessment could be developed. The Performeasure Assessment is a fantastic technology with a lot of opportunities, there have however been many technologies with the potential to change the world that have failed because their value did not align with the customers' needs. To ensure this wouldn't happen again a system called value proposition design has been designed to guide the design of a product/ service.

The Value Proposition Design is a method to “organize information about what customers want in a simple way” (Osterwalder, Pigneur, Bernarda, & Smith, 2014). This method is split in four different parts as seen below and will be discussed in greater detail:

- The canvas, where the product is defined and a “fit” is found
- The design, which is the related with the test, and where ideas are shaped. Here a prototype can be produced.
- The test, the third step is testing the prototype. The test, the third step is testing the prototype. Steps two and three are done after one and other until a prototype has passed all tests.
- The evolution, development of the product is not complete until all Stakeholder agrees. This means reporting on the work and improving the product. Further monitoring of the product helps incremental innovation for the service. This step can only be taken when the service is implemented.

The conclusion of this report will be a decision on whether to continue with step four, by starting the business and implementing the service in the market/ markets. Or a return to step two by redesigning the service with a deferent fit.

2.1.4. THE CANVAS

The canvas composes three parts; the customer profile, the value map and the fit where the profile and map are combined, and the fit is found shows the canvas (Figure 4).

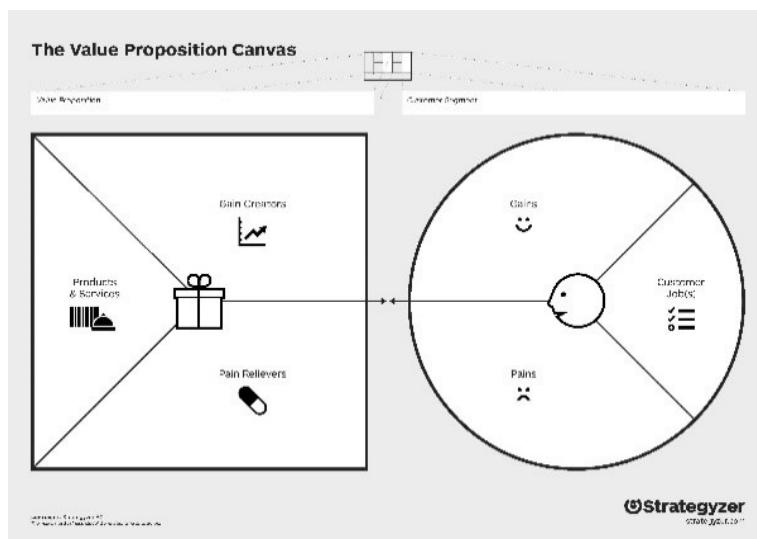
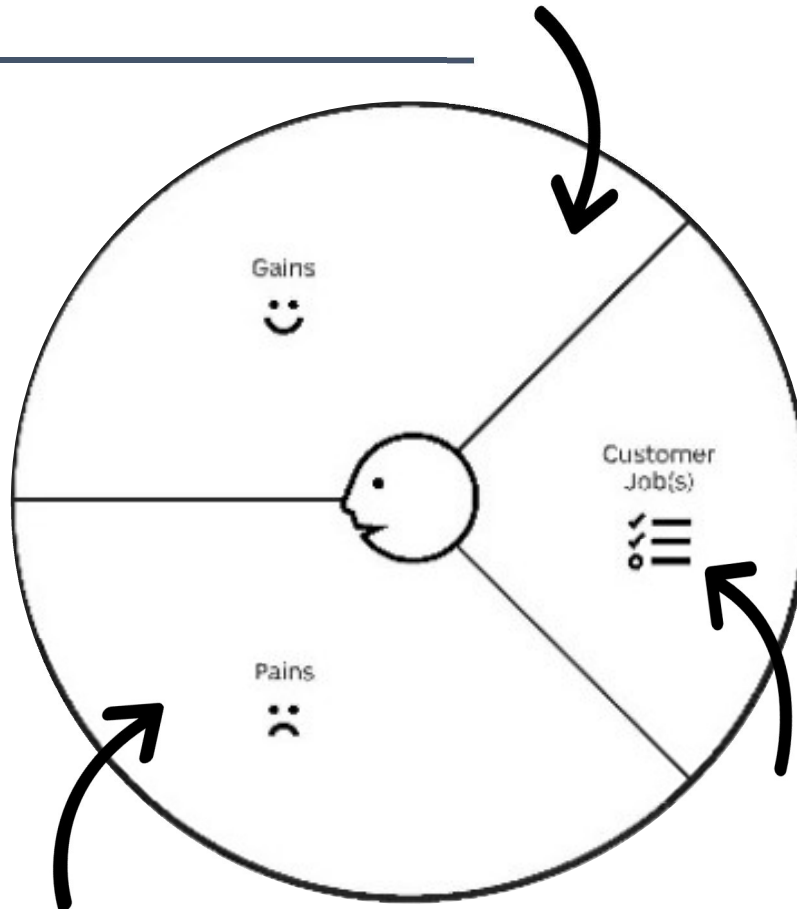


FIGURE 4, VALUE PROPOSITION DESIGN, CANVAS SOURCE: (OSTERWALDER, PIGNEUR, BERNARDA, & SMITH, 2014)

Customer profile

Description of what the outcome is that a client wants to achieve or concrete benefits they are seeking



Description of bad outcomes, risks and obstacles related to client's job.

Description of what clients are trying to get done in their work and their lives, as expressed by the client

FIGURE 5, COSTUMER PROFILE (STRATEGYZER, 2018)

The customer profile provided a clear overview of the client and their pains, gains and jobs and is based on the client choose “managers” that was made in chapter 2.4. After all categories were worked out each individual category could be ranked from most important to least important. The ranking was used in a later stage of the project to find the fit.

Value map

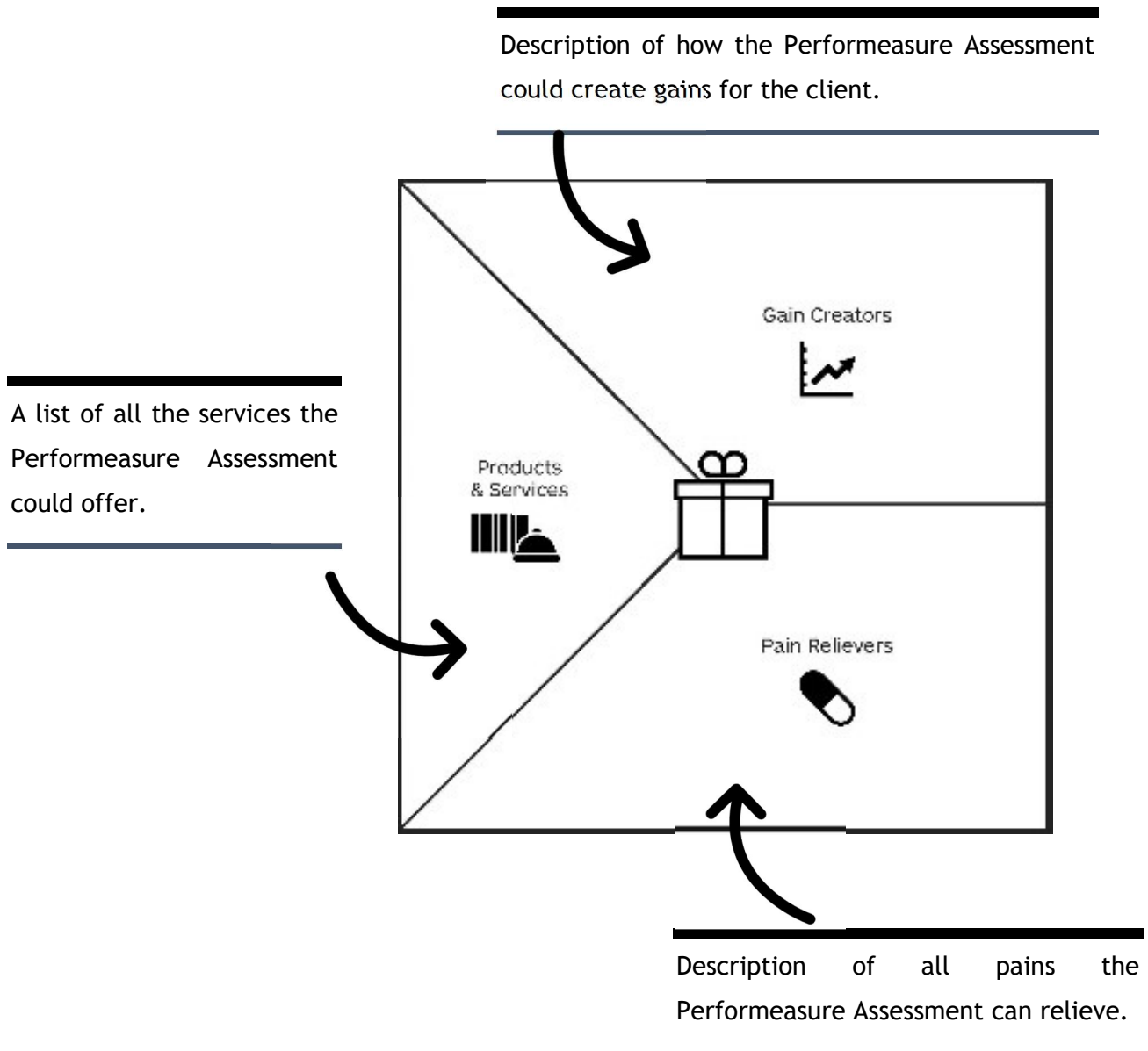


FIGURE 6, VALUE MAP (STRATEGYZER, 2018)

After the three categories were filled in, a ranking just like with the customer profile could be made to clarify what the most important service on offer was.

The Fit

The right fit was found by comparing the three rankings from the customer profile and the three rankings from the value map. Both the customer profile and the value map filled in and ranked can be found in Appendix 2.

Customer profile (managers)	Value map (Performeasure Assessment)
Pains <ul style="list-style-type: none">• Stress• Not enough time for work	Pain relievers <ul style="list-style-type: none">• Preventing failure of programmes• Help bettering projects• Help improving programmes
Gains <ul style="list-style-type: none">• Job satisfaction• Happiness	Gain creators <ul style="list-style-type: none">• Evaluating programmes• Knowledge of brain development
Customers jobs <ul style="list-style-type: none">• Managing stressful situations• Solving problems• Learning/ improving as manager	Products & services <ul style="list-style-type: none">• Insight in brain development• On location• quick

TABLE 1, SUMMARY OF APPENDIX 2

Table 1 shows the highest ranked customers pains, gains and jobs and how the Performeasure could help improve. This completed step 1 of the value proposition design.

2.1.5. THE DESIGN

With all the information obtained from the canvas and the “fit” in hand, the next step of the value proposition design could be made. The design step described the process of developing the service using the Performeasure Assessment and the canvas from step one as a basis.

The markets

At this stage information was gathered about all four markets. This information consisted of general information about the market, think of market size, location and the size of the sector. As well as more detailed information like market value, growth and expected growth. All this information was structured the as follows, with the objective of finding the same sort of information which would allow the data to be compared and analysed easily. All of this information was structured the as follows;

City

Small introduction to the city

Structure and Dynamics

- How will the city grow and change?
 - Demographic
 - Economical
 - Growth
- How does this affect the sector?

Market volume

- Total value of the market
- More detailed value of the market
 - Management development (Value)

- Segments
 - Number of companies (+Value)
- Market distribution
- Market Growth (predictions are useful)
- Gains and Losses
 - Challenges for the clients
 - University
 - Consultancy
 - Stat-up

Market factors

- Clients
 - Who are they?
 - Names of companies
 - What do they want?
 - When?
 - Why?
- Competitors
- Environment
 - Laws, and political climate

This information was gathered for all four markets and can be found in chapters 1.12 - 1.15. As well as an evaluation of the competitors currently active within the sector. After the information was gathered the next step could be followed.

Prototyping

Using the information gathered with the canvas and the market research different prototypes could be developed and compared. The criteria here was to create a product that helps a small part of the canvas very well. Instead of helping a little bit with everything (quality over quantity).

The service

The Performeasure Assessment is a very broad idea. The applications of it can be very wide. We thought that the Performeasure Assessment could be used as a tool to analyse and evaluate a management development programme. In order to do so, the Performeasure Assessment has to be done two times. One time before the programme starts, this will give an idea of the brain integration of the participants. The second time is after the programme. By comparing those two measurements it is possible to see if the management development programme has worked on a fundamental level, making improvement in the participants brain integration (Figure 7).

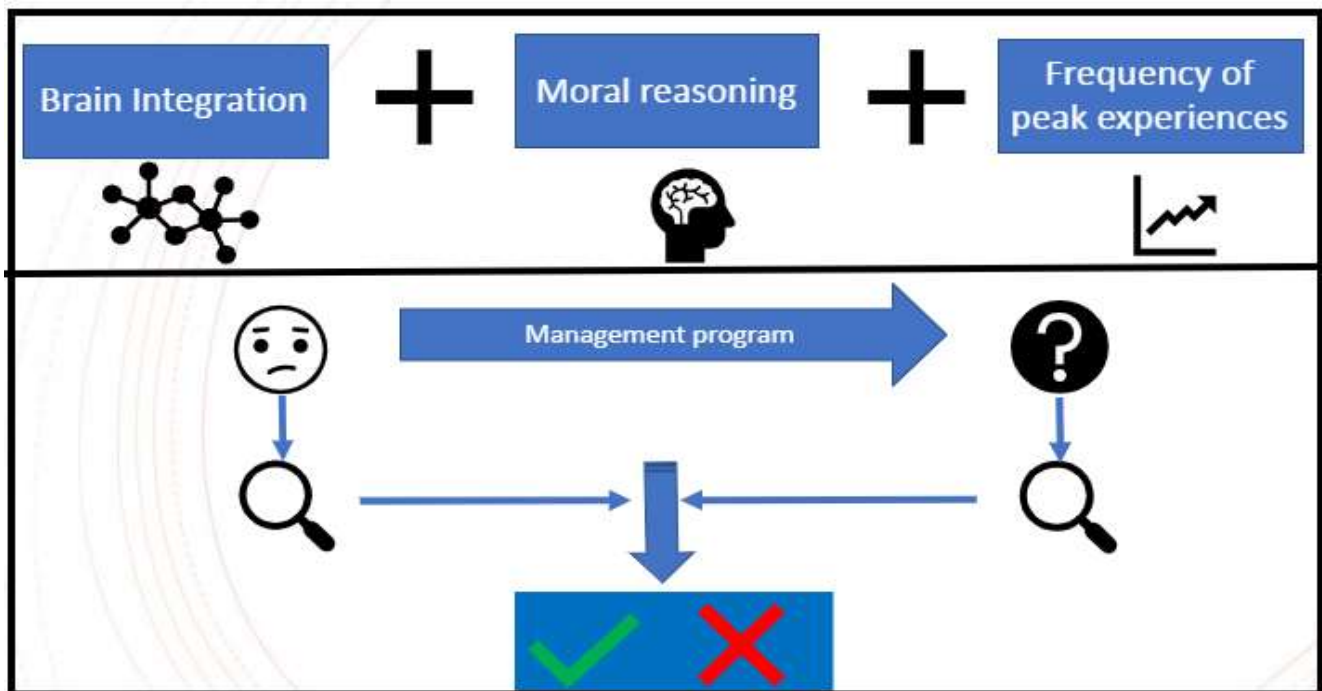


FIGURE 7, SCHEMATIC EXPLANATION OF THE SERVICE THAT WOULD BE COMERCIALIZED

Even though it seemed that creating the service narrowed down the options of the Performeasure Assessment and therefore would be easier to understand for the costumers, we realized that many people still didn't understand what we were talking about. To change this, it was agreed to create a brand, so that it would be easier to identify our service. A brainstorming process started. After a brainstorming process we named the service as PAME. The name is a combination of the Performeasure Assessment and Management Evaluation.

It takes around 40 minutes to complete the measurement of the manager. The data will be analysed by an expert and provide a small report of the results. There is at the moment not a fixed price, but according to Harald Harung this will be between the \$500 and \$1500 per person depending on the number of participants.



FIGURE 8, LOGO OF THE SERVICE

2.1.6. TESTING

With the design stage completed testing of the product could begin. Testing consisted of two parts first testing whether pains, gains and client's job were as described in the canvas of step one. Followed by testing if the gain creators, pain relievers and services were useful for the client. Evidence for both had to be provided.

Contact was made with several potential clients to test whether the created service; PAME was in fact a service that the client would want to use. For this purpose, the following interview template was set up and subsequently translated in to the local language if necessary.

Interview Template

Brief introduction of the Performeasure Assessment.	
1. Briefly describe what your company does?	
2. What do you do in the company?	
3. What kind of management development programmes do you currently offer to your clients?	
4. Do you focus on individual development or group development?	
5. Do you evaluate the results of your management development programmes?	
<u>YES</u>	<u>NO</u>
a. How do you evaluate?	a. Why not?
b. Objective or subjective?	b. Have you ever thought about evaluating your programmes?
c. Efficiency of the programme?	c. Do you want objective or subjective ways of evaluation?
d. Have you made any changes to the programme based on the evaluation?	d. Are you planning a long-term investigation of your programme or just once to see if it works?
e. Have you found any long-term change?	e. What gains do you expect when you evaluate the programmes?
f. Is it part of ongoing research?	
g. Are there any challenges you identify when you evaluate these programmes?	
<u>These are detailed questions feel free to skip if answers are not clear</u>	<u>These are detailed questions feel free to skip if answers are not clear</u>
6. Would you be interested in using our service for evaluating your management development programmes?	

FIGURE 9, INTERVIEW TEMPLATE

Interviews

The procedure followed to get interviews was the following one.

As an initial contact, an email was sent to the companies introducing the EPS project and a brief the service, and with a file enclosed called "What is in it for me?", in which a longer explanation of the service was detailed.

After four days, a second email was sent, inquiring if the companies where still interested in learning more about the product, and with the objective of getting the interview.

Some potential clients were contacted to take part in the market analysis with a short interview (Figure 9), of only fifteen minutes. Therefore, to the point questions had to be asked. Questions one and two were asked to ensure the client interviewed fit the customer profile. Once this was established, more details about the client's tasks could be inquired. Question five starts to get into more detail about the current situation this would give a clear description on the pains and gains within the customer profile and whether the service aligned with the PAME. As well as a clear indication on the effectiveness of the pain relievers and the gain creators. Followed by question 6 which provides a more detailed description about the fit that was hypothesized in step one of the value proposition design.

Market analysis

The market analysis consisted of analysing some certain parameters to compare the information obtained from the different cities. That information, as said before, was obtained using a general economic desktop research, going as deep as possible into the management development programme industry, and contrasting the data obtained with the opinion of professionals working in this industry obtained by the interviews. It was also considered as an interesting parameter the number of responses from the companies contacted.

Once the data was analysed it was organized in a table to be able to compare all the key parameters and make a ranking, rating which would be the best country to start a business for the PAME, in order to help Doctor Harald to make an informed decision. Another tool used to make it easier to identify if the PAME is a good idea or not was a SWOT analysis, in which the most relevant points of the service were highlighted. This analysis helps to have an overall perspective of the service and make it easier to make upcoming changes.

3. RESULTS

This chapter describes all findings of the four separate markets, as well as the conducted interviews and the competitors for the service, PAME.

1.12. AMSTERDAM

As of 2018, the city of Amsterdam has 854,316 inhabitants which makes it the largest city in the Netherlands but the smallest of the 4 markets this research is focused on. Amsterdam as a land area of 16473 Hectares and a population density 5186 inhabitants/ km² (Gemeente Amsterdam, 2018). The area of Amsterdam is the fastest growing region in the Netherlands with financial services and business services as leading sectors (Chahim, et al., 2018). Which makes Amsterdam an interesting market for the Performeasure Assessment. As part of the market analysis global research in this market was done to find all the risks and possibilities in the market as well as market growth, predictions and opportunities for the service.

3.1.1. STRUCTURE AND DYNAMICS

		2016		2013	2014	2015	2016	2017	2018*	2019*
			Share in MRA (%)							
	in million									
Gross regional product	€	68,037	48.8	3.7	4.6	4.6	3.3	3.8	+++	+++
Labour volume	x1,000	580	46	1.6	2	3.7	1.5	+++	+++	+++
Working people	x1,000	637	43.8	1.8	0.5	6.4	1.4	+++	+++	+++
Population	x1,000	839	34.1	1.3	1.4	1.4	1.4	1.4	1.4	1.4
Potential workforce	x1,000	657	35.3	2.1	1.3	1.3	1.5	1.4	1.9	1.7
workforce	x1,000	475	35.6	2.5	1.1	0.9	3.3	-0.2	3.1	2.2
Working population	x1,000	444	35.3	0.7	1.5	1.9	4.5	0.7	4.5	2.6
Workforce by training			MRA							
Highly educated	%	54.3	42							
secondary education	%	30.9	38.5							
low educated	%	14.8	19.5							
				share in %						
Gross participation rate	%	72.3	71.8	71.5	71.4	71.1	72.3	71.2	72.1	72.4
Unemployment	%	6.5	6	8.9	8.6	7.6	6.5	5.7	4.4	4

TABLE 2, (CHAHIM, ET AL., 2018)

*PROGNOSES (0: SIZE ECONOMY AND EMPLOYMENT OPPORTUNITIES STAY THE SAME; +: POSITIVE GROWTH EXPECTED; +++: ABOVE AVERAGE STRONG GROWTH EXPECTED.)

THE MRA OR METROPOLITAN REGION AMSTERDAM CONSIST OF THE CITY AMSTERDAM AND SEVERAL SURROUNDING CITIES THESE ARE NOT PART OF THE MARKET ANALYSIS

Gross regional product

Table 2 shows Amsterdam's share in the area and the annual growth between 2013 and 2017 with predictions for 2018 and 2019. This shows a GRP of 45,819 million euros for Amsterdam. And with above average predictions for 2018 and 2019 can safely be assumed that Amsterdam is a growing market.

Population

Table 2 not only shows the GRP but also the Population and workforce in Amsterdam. These will both continue to grow as well with prediction of 1.4% and 2.2% consecutively. With business service being the largest sector in Amsterdam (Chahim, et al., 2018) the prospects in Amsterdam are looking good. In 2018 there are a total of 9926 companies active in advising management and management with a total of 23259 employees (Gemeente Amsterdam, 2018).

Financial situation Amsterdam

Amsterdam as a region has been growing most of all regions in the Netherlands with an average of 3% since 2014 (Jonkers, 2017). With an average annual investment of 13.0 Billion the city is expanding (Jonkers, 2017). The same study shows that a large part of this investment is done to improve managers and business leaders.

The OECD conducted a study in 2014 about investment options and found that the Netherlands has one of the most advanced economies in the world with a lot of emphasis on innovation. The innovative spirit of the Dutch allows a lot of start-ups to start and grow in the country. The business-driven mentality also means universities are encouraged to work in close relationships with business which leads to improvement of labour skills in the market (OECD, 2014).

Investing in human capital

The Netherlands ranks fourth in the world in human capital investment this is a massive improvement as the Netherlands ranked 69 in 1990 (IHME, 2018). This shows a real interest from the country to improve human capital as management development and leadership coaching are part of this the prospects of evaluating these programmes are good.

Because this has been becoming a trend in recent years universities are now changing their programmes to include human capital improvement in the available studies.

3.1.2. MARKET VOLUME

After researching the market Amsterdam, a closer analysis of the sector could be done. This includes a detailed analysis of management improvement in the city, the amount of companies and their financial situation. As well as gains and pains for the potential clients.

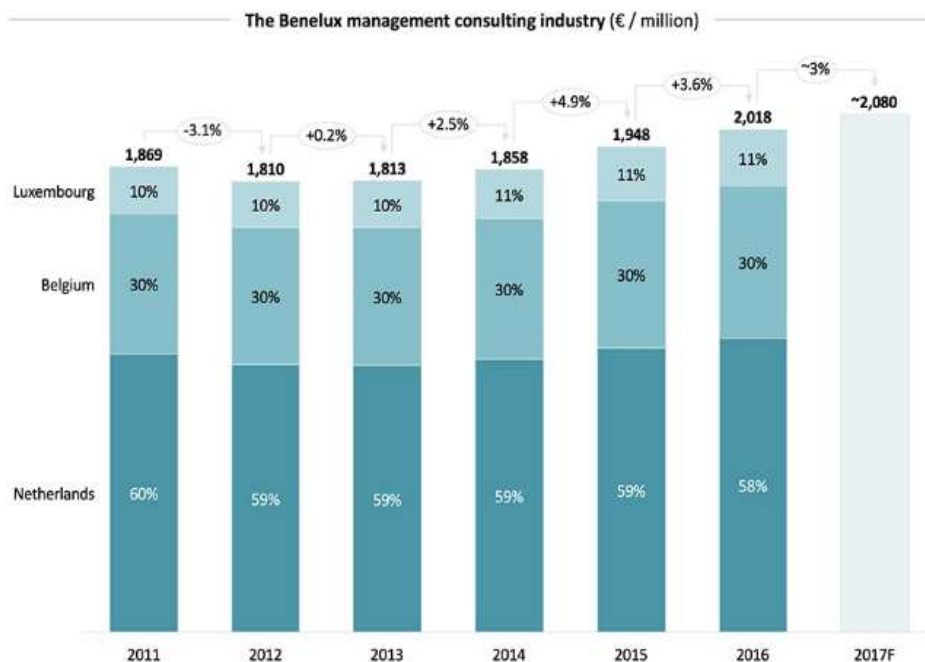


FIGURE 10, SOURCE: (CONSULTANCY.UK, 2017)

Investment in employees

A total of 76% of all business in the Netherlands have courses available for their employees to improve their skills. Participants of these courses spend 30 hours a year on these courses and companies spend €490 per participant on the courses (CBS, 2018).

Consultancy companies

There is a total of 9926 management advisory companies in Amsterdam a large number of those companies offer management training and leadership coaching these are the clients as described in the method (Gemeente Amsterdam, 2018). The majority, 77% (Centraal Bureau voor de Statistiek, 2018) of these companies are one-man businesses. Most of the financial and business services are located on the “zuidas”, a business park with big international companies. The larger consultancies are located here.

Consultancy.uk analysed the Benelux and saw that the market has been growing since 2012 and in 2016 crossed the 2 billion euros mark. The Netherlands contributed 58% of the total (Consultancy.uk, 2017) This means the Dutch management market has a value of €1.18 billion as can be seen in Table 2.

Universities

There are six universities in Amsterdam with some sort of management development programme/course. These universities are not located in one specific area in the city but rather scattered across the city. The University of Amsterdam is the biggest of them all and has seen an increase in student enrolment over last three years (UvA Financiën & Control, 2018). Other universities in the city are seeing similar growth.

Start-Ups

The environment for start-ups in Amsterdam is considered one of the best in Europe. Amsterdam currently ranks at fourth in biggest start-ups hubs in Europe (Ohr, 2017). With over 300 start-ups and 170 scale-ups Amsterdam is a large market for start-ups. There is however only one start-up currently working on management improvement. This makes it a challenging market for a management improvement evaluation programme.

3.1.3. MARKET GROWTH

Amsterdam is experiencing growth again after the financial crisis. The last three years the city grows an average of 4% (Luman, 2018). Financial services and business services are two of the biggest reasons for this growth.

Business services

The business services sector is growing faster than the national GDP this shows a clear recovery after the financial crisis earlier this decade. Even though the expectations for 2019 are lower than both 2017 and 2018 the expectations are still higher than the expected GDP growth. Furthermore, the trust in the

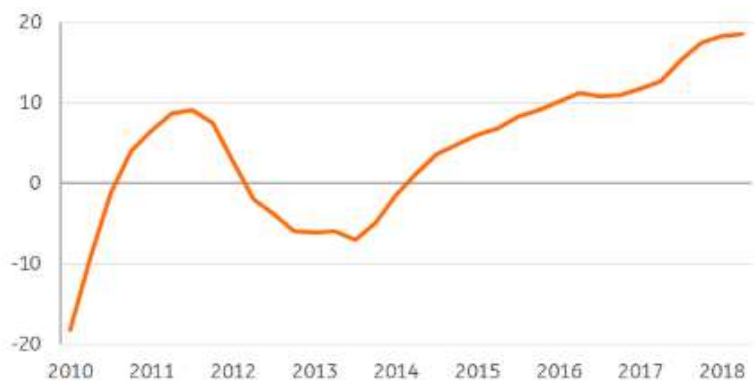


FIGURE 11, TRUST IN BUSINESS SERVICES SECTOR (NIJBOER, 2018)

sector is continuing to grow as shown in Figure 11. This helps the growth in the sector because companies are willing to invest in the sector.

Education

Schools and universities in the Netherlands are currently under a lot of pressure to perform. The result of this is that universities are investing more in the quality of their education. Besides that, there has been a public call to the government to invest more in education (ADVALVAS, 2018).

3.1.4. CONTACTED CLIENTS

A total of 8 potential clients in Amsterdam were contacted. These clients all fall in one of the three categories.

Consultancies

These companies were contacted to get a wide range of consultancies with small one-man business and at the other end large international companies.

1. Assistance in Business Management B.V.

A small one employ business operating in the whole country from Amsterdam.

Answer: No response (ABMbv, 2018).

2. Boer & Croon

Large consultancy firm (Boer & Croon, 2018) with over 200 employees operating in the Netherlands.

Answer: Thank you for the e-mail, technology sound interesting. But no interest in participating in the market analysis.

3. TPC Leadership: Netherlands

Large international Consultancy with several locations around the world including two of the other markets (Paris and London) (TPCLeadership, 2018).

Answer: Interested, and subsequently interviewed (Appendix 3).

4. GORTcoaching

Large consultancy operating in the Netherlands focusing on coaching and leadership training (GORTCOACHING, 2018).

Answer: No response

Universities

Three universities were contacted one private, one online and one public.

5. Flex academy

Flex academy is a progressive training institute focusing on personal development activities in the whole country (Flex Academy, 2018).

Answer: Not our target group

6. United International Business Schools

An independent private education institution with campuses all over Europe and Asia (UIBS, 2018).

Answer: No response

7. UvA (Executive Programme in Management Studies)

University of Amsterdam is the largest university in the city. The executive programme in management studies is the department focussing on management studies (Universiteit van Amsterdam, 2018).

Answer: No response

Start-Ups

The start-up contacted was the only one currently active in Amsterdam.

8. THNK

The only management improvement start-up currently operating in Amsterdam. Founded in 2010 THNK was become a school of practice and thought and helps managers improve their leadership skills (THNK, 2018).

Answer: No response

3.1.5. ENVIROMENT

The political climate in the Netherlands is currently stable. The Dutch trust in not only the government but also banks, the EU and large international companies is going up (CBS, 2018).

Trust in the business climate in the Netherlands is going up as well. Two reasons for companies to invest in the Netherlands is the quality of live and the level of education. On top of that 28% of businesses think the development of knowledge and skills are key to the competitiveness of the country (EY, 2018).

1.13. BARCELONA

Barcelona, with more than 1.6 million inhabitants, is the capital of the Spanish province of Catalonia. The population of the city is highly diverse and intercultural in which a 16.6 % of the city residents is foreign. Barcelona enjoys easy access to large, dynamic markets: mainly, the European Union's Common Market, which gives access to 510 million people. Moreover, Barcelona also offers potentially important strategic relationships with 43 countries that make up the Mediterranean Union, among which we find regions of Eastern Europe, Africa and the Middle East (Àrea d'Economia, Empresa i Ocupació, 2017).

3.1.6. STRUCTURE AND DYNAMICS

The economy of the region continues growing since the economic recession in 2012. For instance, Catalonia's GDP grew a 3.4% for the whole 2015, the highest rate in nine years (Àrea d'Economia, Empresa i Ocupació, 2017).

Extending the scope and focusing on the Spanish consulting market, according to "Asociación Española de empresas de consultoría", in 2017 the number of employees in Spanish working at consulting companies rose a 3.4 % from the previous year, getting over 170,000 workers. Moreover, the sector shows a growing tendency since 2014, growing at a sustained rate superior to 6 % every year. Extrapolating these data to Barcelona, the number of workers in the consultancy industry is approximately 24,500 employees (own calculation, Appendix 8). These data show together that the sector is growing, and it looks like the tendency will not change in the coming years (Asociación Española de Empresas de Consultoría, 2017). This is a very promising data, that can directly relate the increase of the consulting industry with an increasing demand of managers for the sector.

Going into detail, according to the data released by Source Global Research, an UK-based analyst firm, 2016 started slowly due to the political uncertainty that was present in the Spanish institutions and the Catalonia situation at the end of 2015. Once the right-wing government was formed, the market started growing, and the confidence of the investors increased as well as their willingness to invest more money in the Spanish market.

This information is well known by the international investors and it encourages them to put their money in the consulting market. Nevertheless, the investment in the Catalan region has fallen a 62% in the first semester of 2018. This is due to the Catalan independentist movement that has caused uncertainty on the market, "La Vanguardia" reports (Economía, 2018).

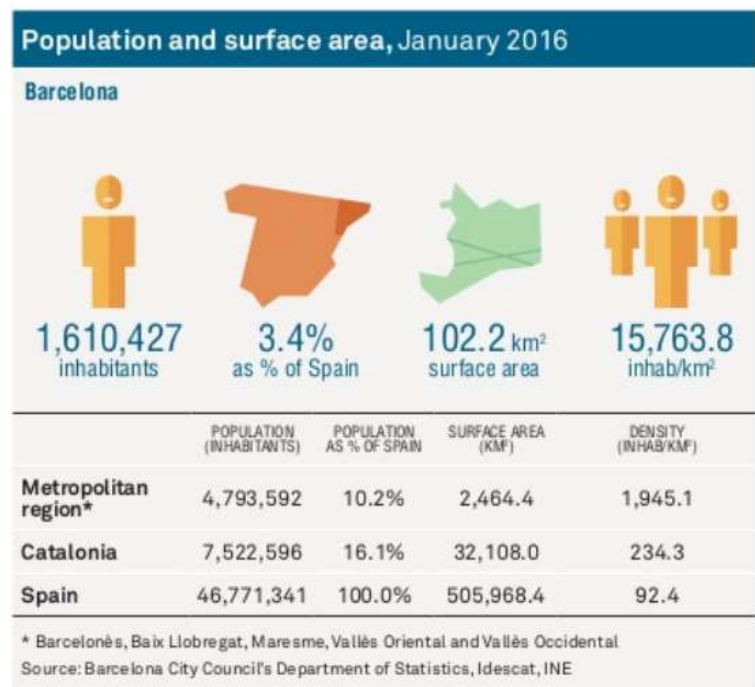


FIGURE 12, BARCELONA'S DEMOGRAPHICS DATA (ÀREA D'ECONOMIA, EMPRESA I OCUPACIÓ, 2017)

3.1.7. MARKET VOLUME

The overview of the Barcelona's economic situation shows favourable data, but more specific data needs to be included to find out the management development sector in Barcelona.

Value and amount

According to the annual report that the Spanish Association of Consulting Firms (AEC) publishes every year, the last year 2017 the Spanish consulting market grew 6.2% reaching a value of 12,944 million euros. The distribution of this market was 10,024 million in the Spanish market and the rest in overseas markets, as can be seen in the following figure. Moreover, Spain accounts for 13.8% of the European management & marketing consultancy market value.



FIGURE 13, (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017)

This trend has been consistent over recent years and the forecasts for 2019 are also motivating. In the following figure the tendency of the market can be appreciated with more detail.

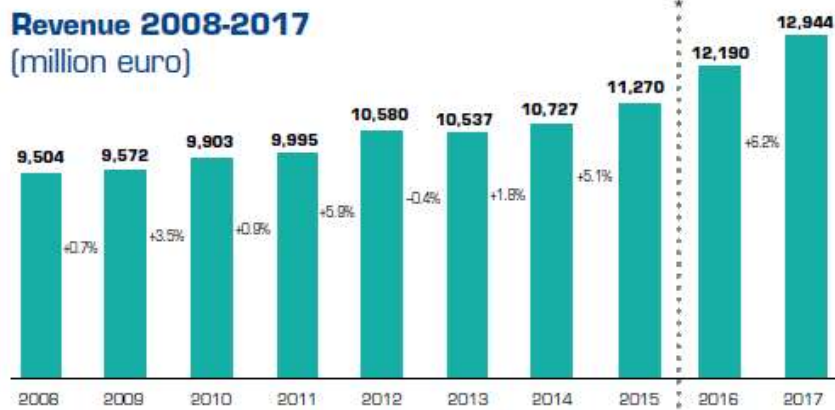


FIGURE 14, SOURCE: (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017) REVENUE OF THE SPANISH CONSULTING INDUSTRY FROM 2008 UNTIL 2017 (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017)

According again to AEC, the rise of the sector is due to the process of digital transformation on which organisations from all sectors have now embarked, and to the general improvement in the Spanish economy after the 2010 economic crisis.

Market distribution

Digital transformation demands more consultancy



FIGURE 15, CONSULTING MARKET DISTRIBUTION IN SPAIN (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017)

Regarding consulting firms, in Spain they basically offer 3 main services. Consultancy services, development & integration and outsourcing. Our product would focus, on development and integration which is a 27.6 % of share of the market as it can be seen in the Figure 15, consulting market distribution in Spain . These are promising data that show that there is a huge target in the consulting market that could potentially use our product.

Regarding to the distribution of the companies on the map, most of them are close to the city centre. The street with more companies is one of the busiest streets in the city called “Avinguda Diagonal”. This is a hub for companies but also a residential and shopping area, in which a lot of consulting companies decide to establish their headquarters because of its well communicated infrastructures and good-looking surroundings.

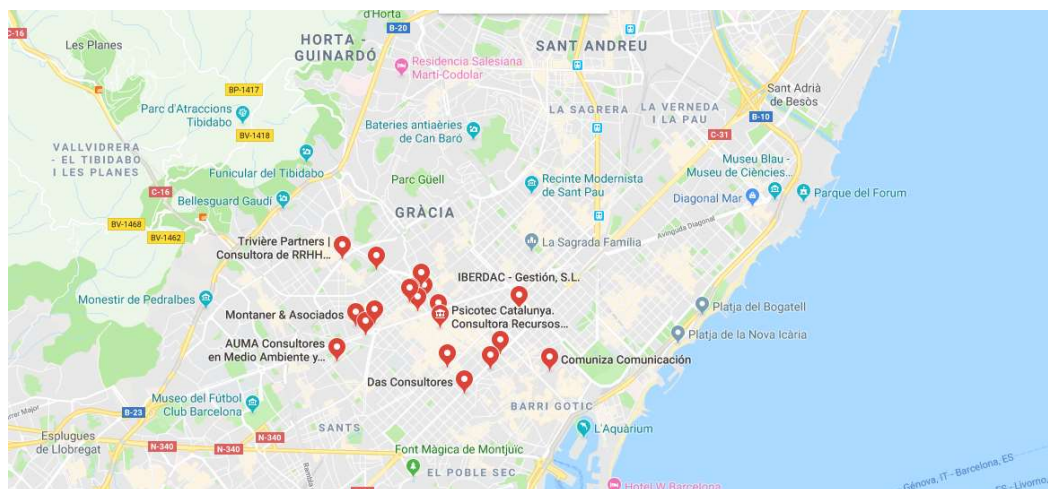


FIGURE 16, LOCATION OF THE MOST IMPORTANT CONSULTING COMPANIES IN BARCELONA (GOOGLE MAPS,2018)

3.1.8. MARKET GROWTH

It is very relevant that the investment in employers training hours is increasing annually. In the figure below, you can see the total spending of the sector on training and the average training hours per employee each year. Specifically, in 2017, the consulting sector invested more than 58 million in training, which is an average of 342 euros per employee.



FIGURE 17, EVOLUTION OF THE MONEY AND TIME INVESTED IN EMPLOYEES FORMATION IN SPAIN (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017)

It is relevant, that the spending on training per employee in consultancy is increasing in whereas in the other sectors of the Spanish economy this inversion is decreasing. (see Figure 17).

In numbers the average money invested per employee in Spain is a total 94 euros, but when it comes to management consulting this amount rises till 342 euros per employee.

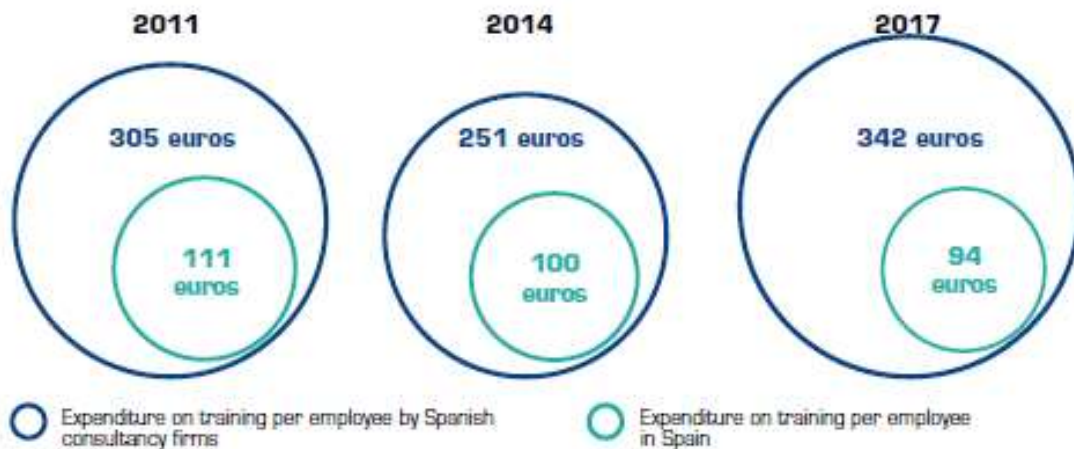


FIGURE 18, COMPARISON BETWEEN THE CONSULTANCY FIRMS THE REST OF THE COMPANIES OF THE MONEY INVESTED PER EMPLOYEE IN SPAIN (ASOCIACIÓN ESPAÑOLA DE EMPRESAS DE CONSULTORÍA, 2017)

Clients

As it was said in the previous part of the report, we will focus on consultancies, start-ups and universities. Barcelona has the following amount of institutions in each sector. Regarding the universities the total number of universities with management background in Barcelona are 14. Some of those are among the most prestigious business universities in the world. In the recent years, those

business schools are trying to expand their business, and they are looking for more managers, with skills to boost their international projection. These could be potential customer with a lot of money to invest and an interesting target to explore. When it comes to start-ups, Barcelona is a city with a lot of small companies trying to succeed. According to the ranking made by eu-startups.com Barcelona is the 4th best city for start-ups (Ohr, 2017). The total number of companies is 414.

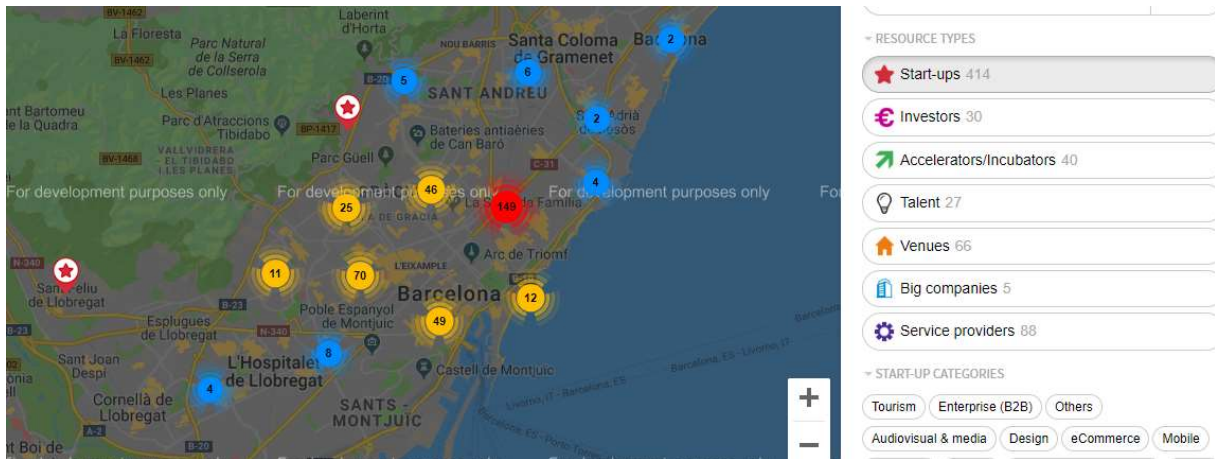


FIGURE 19, DISTRIBUTION OF THE START-UPS LOCATION IN BARCELONA ACCORDING TO THE TYPE OF START-UP (AJUNTAMENT DE BARCELONA, 2018)

Nevertheless, just some of them focus on management development. Most of them are focused on IT, e-commerce and since Barcelona is the city in which the mobile World Congress takes place a lot of start-ups focus their activities in app development. This makes it less interesting for the PAME.

In the Figure below, the different sectors of the start-up market can be seen.

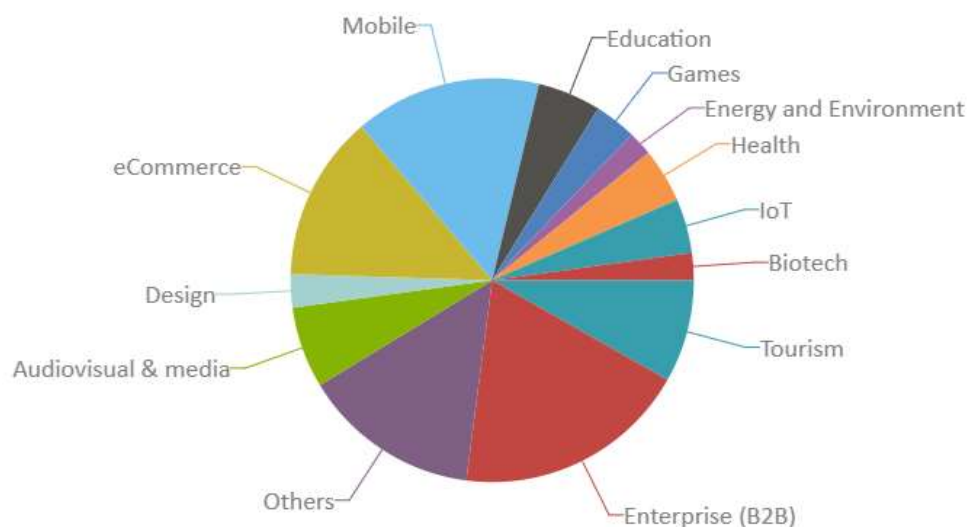


FIGURE 20, SECTORS IN WHICH THE START-UPS WORK IN BARCELONA (AJUNTAMENT DE BARCELONA, 2018)

Referring to consulting companies, there are plenty of companies in the sector. From huge multinationals like Accenture, Deloitte or BCG with very solid inner structures to smaller local

companies with less employers or even single workers. Both could be interesting for the “Performeasure Assessment” since the market is unstoppably growing.

3.1.9. CONTACTED CLIENTS

A total of 10 potential clients in Barcelona were contacted. These clients all fall in one of the three categories.

Consultancies

These companies were contacted to get a wide range of consultancies with small one-man business and at the other end large international companies.

1. Moebius Consulting

It is a big consulting firm with offices in Barcelona and Madrid. Specialized in Change Management and Customer experience.

Answer: No response

2. Deloitte

Deloitte is multinational professional services network. Deloitte is one of the "Big Four" accounting organizations and the largest professional services network in the world by revenue and number of professionals.

Answer: No response

3. HR Proactivity

HR Proactivity, with offices in Barcelona and Madrid, was established as a company specialized in the search and selection of executives and qualified personnel. They specialize in assessing and recruiting business leaders.

Answer: No response

4. Egon Zehnder

As a trusted advisor, Egon Zehnder offers global management consulting and executive recruitment to many of the world's leading businesses.

Answer: No response

5. Management Solutions

Management Solutions is an international consulting firm whose core mission is to deliver business, risk, financial, organization, technology and process-related advisory services.

Answer: No response

Universities

Two private business universities were contacted.

6. ESADE

ESADE is a global institution structured as a Business School, a Law School and an Executive Education area.

Answer: Yes, but they don't take part in the market analysis.

7. IESE

IESE is one of the best business schools worldwide and they offer prestigious MBA and Executive Education programmes.

Answer: Yes, but no second answer to the second email.

Start-Ups

3 start-ups were contacted in Barcelona.

8. Ulrich Schubert

Ulrich Schubert is a small company with 3 employees. They focus their work in coaching and leadership and management training using 2- or 3-days formation.

Answer: Interested, and subsequently interviewed (86).

9. Red Clash

Red Clash is marketing and strategical management agency working for artist and creative organizations.

Answer: No response

10. Leadership Academy Barcelona

The Leadership Academy of Barcelona (LAB) is a leading professional development and research firm with focus in three areas: healthLAB improves personal performance and productivity through better health and wellbeing. designLAB helps uncover the organisational level insights that drive continuous innovation using a deep knowledge of design thinking. societyLAB looks at the business relationship with society with a view to engaging strongly with customers and building solid foundations for long-term value.

Answer: No response

3.1.10. ENVIRONMENT

Environmental licence is mandatory before the start of any business activity that requires premises, facilities or offices. It enables the local government and/or the Department of Territory and Sustainability of the Government of Catalonia to check compliance with the regulations for starting up a specific activity in a specific location.

It will depend on the activity and on its objective features (floor area of the premises, workshop or warehouse, how many people it can hold, production capacity, power of machinery, etc.). It is regulated by the Environmental Prevention and Monitoring of Activities Law 20/2009, of 4 December, published in the Official State Journal of 11 December 2009 and in force since 11 August 2010. This means that Barcelona City Council has drawn up some instructions for the interpretation and updating of the OMAIA (Municipal Bylaw of Activities and Comprehensive Intervention of the Environment Department), published in the Official Provincial Journal on 12 January 2011. They establish the time, costs and different professionals or organisations who will take part in the process of official approval of start of operations (Barcelona Emprenedoria, 2018).

According to the newspaper “La Vanguardia”, inversions in Catalonia has decreased a 67% respect the year 2017 (Economía, 2018). This is because of the uncertainty that the Catalan independentist process generates. However, the same newspaper, highlights that Barcelona is one of the best southern European cities to invest. This is because Barcelona possesses an exceptional geostrategic location a developed technological industry.

1.14. PARIS

3.1.12. STRUCTURE AND DYNAMICS

Due to the importance of Paris, and that the budget is given by region instead of cities, it will be more relevant to find information about the metropole of Grand Paris.

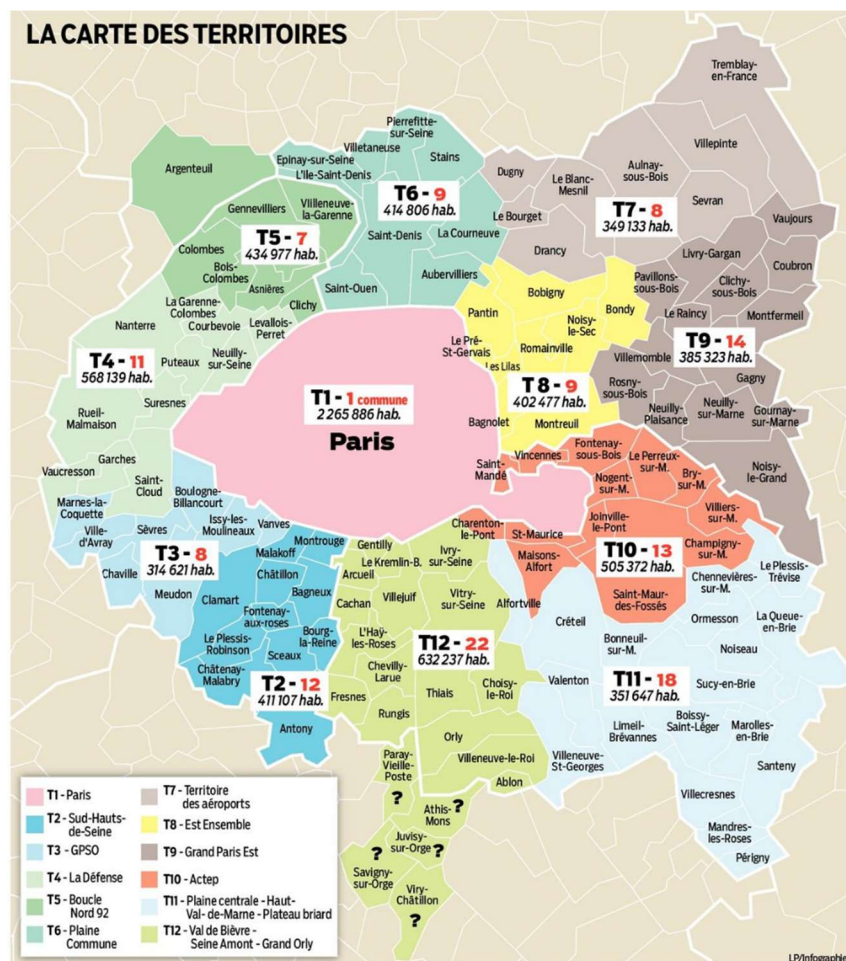


FIGURE 21, MAP OF METROPOLE OF GRAND PARIS (LE PARISIEN, 2015)

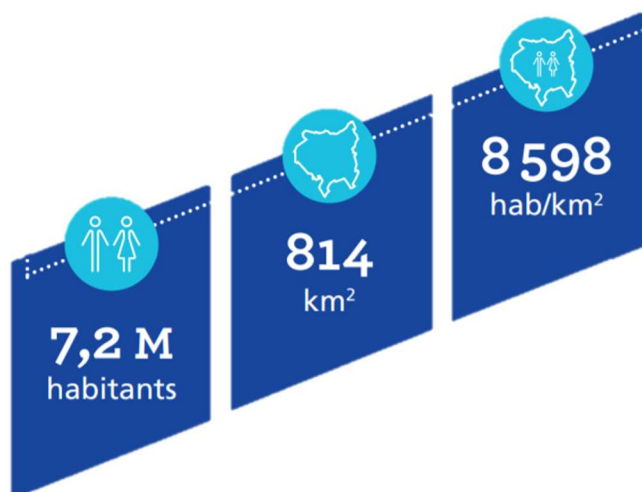


FIGURE 22, DEMOGRAPHY OF PARIS (METROPOLE DU GRAND PARIS, 2017)

Population

Paris corresponds to 7.2 million habitants (Métropole du Grand Paris, 2017), which is more than half of the population of the region Ile de France. It represents over 10% of France's population and is a major centre of activity of the third sector.

Gross regional product

It's the most productive area of France, with over 25% of the national GDP, which is 52 billion euros (London datastore, 2018). It's working on every

fields from luxury product to high technology and got the largest employment pool of Europe. It's also well known to gathering a large number of headquarter of important firms coming from all around the world. In 2017, Paris was the first region in Europe for hosting the world's top 500 corporate headquarters (Region de Paris, 2018).

Les sites d'activités économiques en 2017

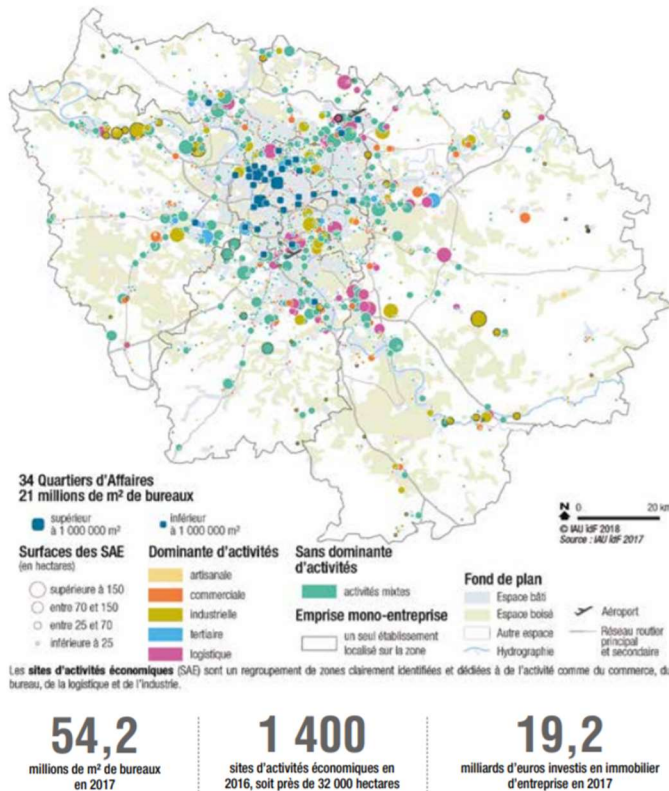


FIGURE 23, PARIS' GDP (METROPOLE DU GRAND PARIS, 2017)

FIGURE 24, MAP OF PARIS' ECONOMIC ACTIVITY (METROPOLE DU GRAND PARIS, 2017)

An important information obtain from this map is that there is a lot of companies which are outside of Paris (Métropole du Grand Paris, 2017). The main activities are industrial and mixed. Both of them requires a lot of management. The document from the company JLL expect a constant growth for 2018 and 2019 (JLL, 2018). Currently, France invests 19.2 billion euros for Paris (JLL, 2018). Plus, Paris “has overtaken London as Europe’s most attractive destination for foreign investors” reveals Reuters (Rose, 2018).

Over 40% of the consultancy in management correspond to the strategy and the organisation fields. A lot of effort is put to advise administration (22%). Both of them give a good opportunity for the development of management improvement.



FIGURE 27, PROJECTS OF FRENCH CONSULTING COMPANY (CONSULTING CASE, 2018)

Types de conseil inclus dans le périmètre « Conseil en Management »

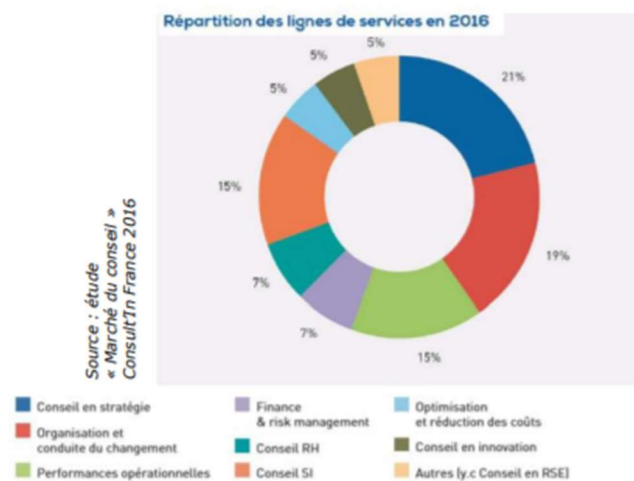


FIGURE 28, DISTRIBUTION OF MANAGEMENT ADVISEMENT JOBS (CONSULTING CASE, 2018)

It's also important to see that the consultancies try to stay up to date by improving their digital connection and working on international projects. Currently, there are over 38500 employees (Consulting Case, 2018) who are working for consultancies. 1600 consultancies companies are working in the expertise for recruitment and the evolution of consultancies tend to be quicker than the French's economy evolution. Xerfi's analyse has shown that the 50 first consultancy represent 80% of the total benefit, and the 4 first, 25%. (EY, 2018)

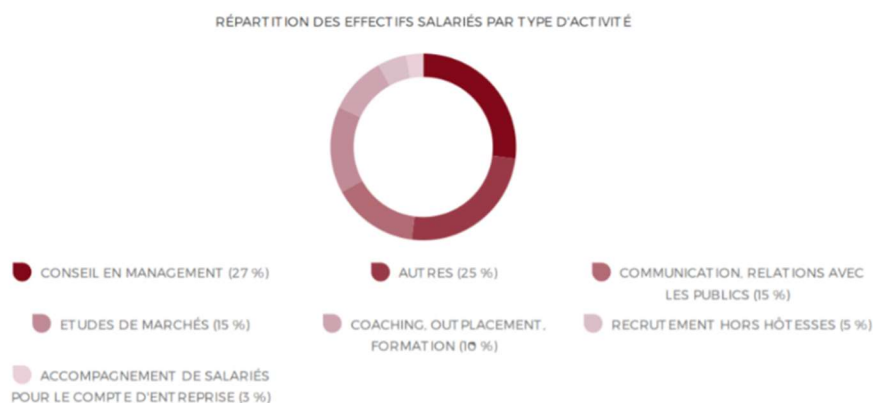


FIGURE 29, JOBS DISTRIBUTION BY ACTIVITY IN CONSULTANCY (FAFIEC, 2018)

Only 40% of consultancy are doing personal management training (coaching, formation, salaried and management improvement). And that these data only concerned medium and big company. Start-up and small consultancy company are excluded from these data. Over 1.2% of the working hours are for training and coaching (FAFIEC, 2018), which is worth for 22 hours per years for a 39 hours per week job.

Universities

Concerning the university, it's an important part of the expense of Paris. It represents 15.1% of the 5.5 billion euros used in Ile de France for the development of the region. (CCI Paris Ile-de-France, 2018).

Effectifs étudiants de l'enseignement supérieur en 2016-2017

	Total Île-de-France	France métropolitaine	Île-de-France/ France métropolitaine (%)
Universités	381 060	1 593 512	23,9
<i>dont préparation DUT</i>	17 004	115 416	14,7
Sections de techniciens supérieurs et assimilés	44 430	248 131	17,9
Classes préparatoires aux grandes écoles	27 231	84 827	32,1
Formations d'ingénieurs ⁽¹⁾	39 833	152 364	26,1
Écoles de commerce, gestion et vente ⁽²⁾	51 254	151 715	33,8
Autres écoles et formations ⁽³⁾	137 362	363 572	37,8
Ensemble ⁽⁴⁾	678 159	2 564 539	26,4
Évolution 2016/2015 (%)	2	2	

(1) Ensemble des écoles et formations d'ingénieurs (universitaires ou non), y compris les formations d'ingénieurs en partenariat.

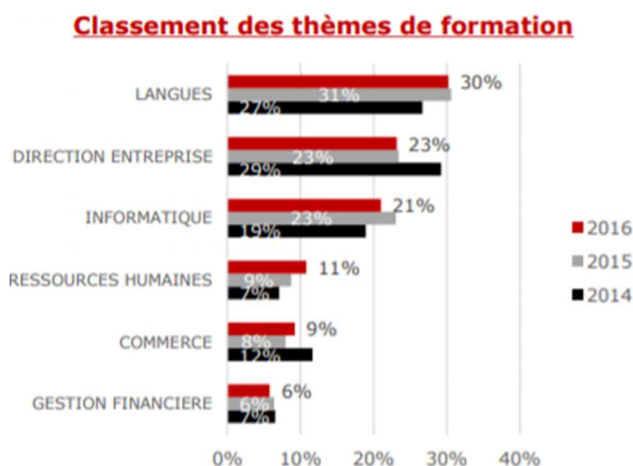
(2) Hors BTS.

(3) Paris-Dauphine, EHESS, IEP Paris, École nationale supérieure des sciences de l'information et des bibliothèques, Inalco, Observatoire de Paris, École pratique des hautes études, Institut de physique du Globe, École nationale des chartes, formations comptables, écoles normales supérieures, facultés privées, écoles juridiques et administratives, écoles supérieures artistiques et culturelles, écoles paramédicales et sociales, préparations intégrées, autres écoles.

(4) Sans double compte des formations d'ingénieurs.

Sources : MESRI-SIES / Systèmes d'information SISE et SCOLARITE, enquêtes menées par le SIES sur les établissements d'enseignement supérieur, enquêtes spécifiques aux ministères en charge de l'agriculture, de la santé, des affaires sociales et de la culture.

FIGURE 30, NUMBER OF STUDENTS IN HIGHER EDUCATION (CCI PARIS ILE-DE-FRANCE, 2018)



Source : retraitement EY de la base Fafiec des financements de formations demandés entre 2014 et 2016 par les entreprises du périmètre Etudes & Conseil de la Branche

FIGURE 31, RANKING OF TRAINING THEME BASED ON FINANCIAL HELP FROM FAFIEC (FAFIEC, 2018)

Over the 678 thousand students in Ile de France, 7.5% of these students, corresponding to 51 thousand students, are studying management and economy. One out of three students from commercial school study in Paris. It is one of the most reputed studies in France and selective one. There is over 57 business school there (Le figaro, 2018). Some of them are HEC, PSB and ISC.

Fafiec has revealed that most of the training course that 30% of the financial help they have given concern individual management or company management.

Start-ups

Since 2013, and the launch of the “French Tech” initiative, a lot of effort is put to help little companies and start-up. This initiative helps them to find a place for their office but also investors to make them grow and raise international recognition for them. This development can be clearly seen in the previous year where France has putted “US\$2 billion of investment in start-ups during this time, with a significant increase in investments worth more than US\$50 million” (Business France communication, 2018) in 2017. In 2018, France was ranked 10th in GEDI report and is consider as one of the biggest hubs for start-up. The website eu-startups.com has positioned it in the 3rd position of their ranking in 2017 (Ohr, 2017).

3.1.14. MARKET GROWTH

Business Services

Feaco company shown that management consultancy in France knows an intensive grow since 2016 (Feaco, 2017). It was estimated at 8.5%. Plus, France has shown a large growth in employment rate in management consultancies.

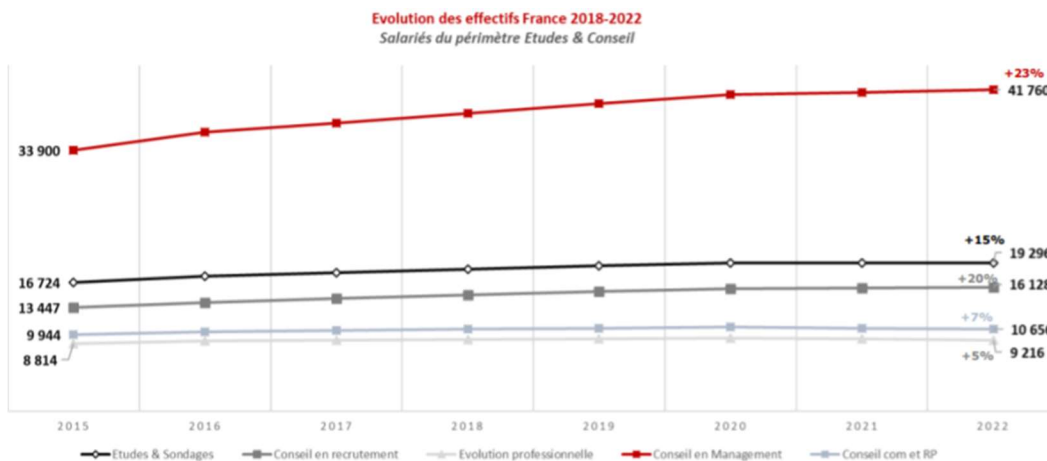


FIGURE 32, EXPECTATION OF THE EVOLUTION OF JOBS IN CONSULTANCY COMPANIES (FAFIEC, 2018)

Over the next four years, Paris should expect an important growth of management advisement for two years, and then from 2020 to 2022, it will stabilize (FAFIEC, 2018).

3.1.15. CONTACTED CLIENTS

In total, 16 potential clients have been contacted. It is only consultancy and universities. Start-ups are not easy to find due to the numerous numbers of big consultancy in Paris and that there is only few of the them which are working in management development.

Consultancies

These are mainly international consultancy which are reputed in management development. Eleven of them have been contacted.

1. Emerton

One of the top 25 Consulting firms in Europe MEA, working with international company. (Emerton, 2018)

Answer: No response

2. Comatch

International company working on all kind of company working in economic sector. (Comatch, 2018)

Answer: No response

3. Will strategy

Medium consultancy company created in 2011. It is currently composed of 40 professionals. (Will strategy consulting, 2018)

Answer: No response

4. BCG Paris

Major international consultancy working on 50 different countries. (BCG, 2018)

Answer: no response

5. Advents

Medium consultancy company working mainly on organization process. (Avents, 2018)

Answer: No response

6. Beijaflöre

A 1000 professional company, helping their clients in digital evolution. (Beijaflöre, 2018)

Answer: No response

7. The Preston Associates

Offering individual development and executive coaching, created in 2013. (The Preston Associates, 2018)

Answer: Not interested, too busy

8. Talentis

Leadership development company working in 22 different countries. (Talentis, 2018)

Answer: No response

9. Typaction Coaching

Experts in professional and personal development. (Typaction coaching, 2018)

Answer: No response

10. McKinsey & Company

Centenary global management consulting firm operating in 120 cities and composed of 14 000 consultants.

Answer: No response

11. Tpc Leadership

Large international Consultancy with several locations around the world including two of the other markets (Paris and London) (TPCLeadership, 2018).

Answer: Interested but they didn't respond at the second email.

Universities

Five University contacted which are all doing business classes. Management development is most of time part of their program.

12. Université Paris 1 Panthéon-Sorbonne

One of the most important school to get a master's degree on management. (Université Panthéon-Sorbonne, 2018)

Answer: No response

13. Université Paris-Dauphine

Offering a master's degree for management and organization (Université Paris-Dauphine, 2018)

Answer: No response

14. Université Paris-sud

University with a master's degree in strategic management (Université Paris-Sud, 2018)

Answer: No response

15. HEC Paris

Private business school with master's degree in leadership and management of change (HEC, 2018)

Answer: No response

16. ESSEC Paris

Private business school proposing master's in general management and organization (ESSEC, 2018)

Answer: No response

3.1.16. ENVIROMENT

Currently the business environment is improving these last years. France is putting a lot of effort in technology, innovation, R&D. It's interesting then to begin a project in these domains (Export Entreprises SA, 2018).

However, the level of trust in the President Macron seems to decrease due to his pro-market reforms, but it is interesting for the development of a new technology. Even though GDP of France growth, the standard living level stays stable. Plus, the unemployment rates do not decrease for now and stay at 9%.

1.15. LONDON

London is the capital of the United Kingdom. It has 8.8 million inhabitants according to the office for national statistics and is the biggest city in the United Kingdom (Office for National Statistics, 2018). It is also the biggest city of the four cities where the market analysis is done. London is a multicultural City. 37% of the inhabitants were not born in the United Kingdom. And of those, approximately two-thirds were born outside of the European Union. Greater London can be divided into inner London and outer London. Greater London has a surface area of 1572 km². Inner London is 319 km² (London datastore, 2018). Most companies are located in inner London. Outer London is much bigger than inner London and has a surface of 1253 km² (London datastore, 2018). The population density of London is 5600 inhabitants/km². London is an interesting market for the Performeasure Assessment. It is a business-friendly city and has a lot of universities, consultancies and start-ups.

3.1.17. STRUCTURE AND DYNAMICS

London is one of the world's most business-friendly cities providing plenty of business opportunities with facilities such as lowest tax rates in Europe, business-friendly environment, tax credit on innovation investment and a huge consumer base of the United Kingdom and Europe (Marketline, 2018).

Economy

The current GDP of London is \$52,000 per capita (London datastore, 2018). The growth of the GDP in 2017 was 3.8% and in the last decade the average annual rate was a growth of 2.1% (Marketline, 2018). The total economy of London (GVA) is growing since 2010. The growth of the GVA was in 2016 3.0%. With a total worth of £408,479 Million Pound, and £46,482 GVA per head (Office for National Statistics, 2017). The total amount of jobs is 4.1 Million in London in 2014 (Office of National Statistics, 2018). The service sector of London offers 85% of the total amount with 3.2 million jobs (London's Economic Plan, 2018). The Business and management consultancy sector offered 135,100 jobs in London in the year 2014 (GLA Economics, 2016).

Sectors

The three biggest business segments in London are the information & communication sector, the financial & insurance sector and the professional, scientific & technical Services (Only Marketing Jobs, 2018). All of the three biggest businesses are located in inner London (Figure 33). The most important sector of those three is the financial & insurance sector (London's Economic Plan, 2018). In outer London are the healthcare sector and manufacturing sector located (Figure 33).



FIGURE 33, SECTORS IN INNER AND OUTER LONDON (ONLY MARKETING JOBS, 2018)

3.1.18. MARKET VOLUME

The management consulting market in the United Kingdom is the second largest consultancy base of Europe and is worth around £10.3 Billion. Every year since 2009 the market is growing between 4% and 10% (Consultancy.eu, 2018). From 2012 till 2016 even more than 5% a year (Figure 34) (Consultancy UK, 2018). The consulting market from the United Kingdom is the fast-growing advisory markets in Europe.

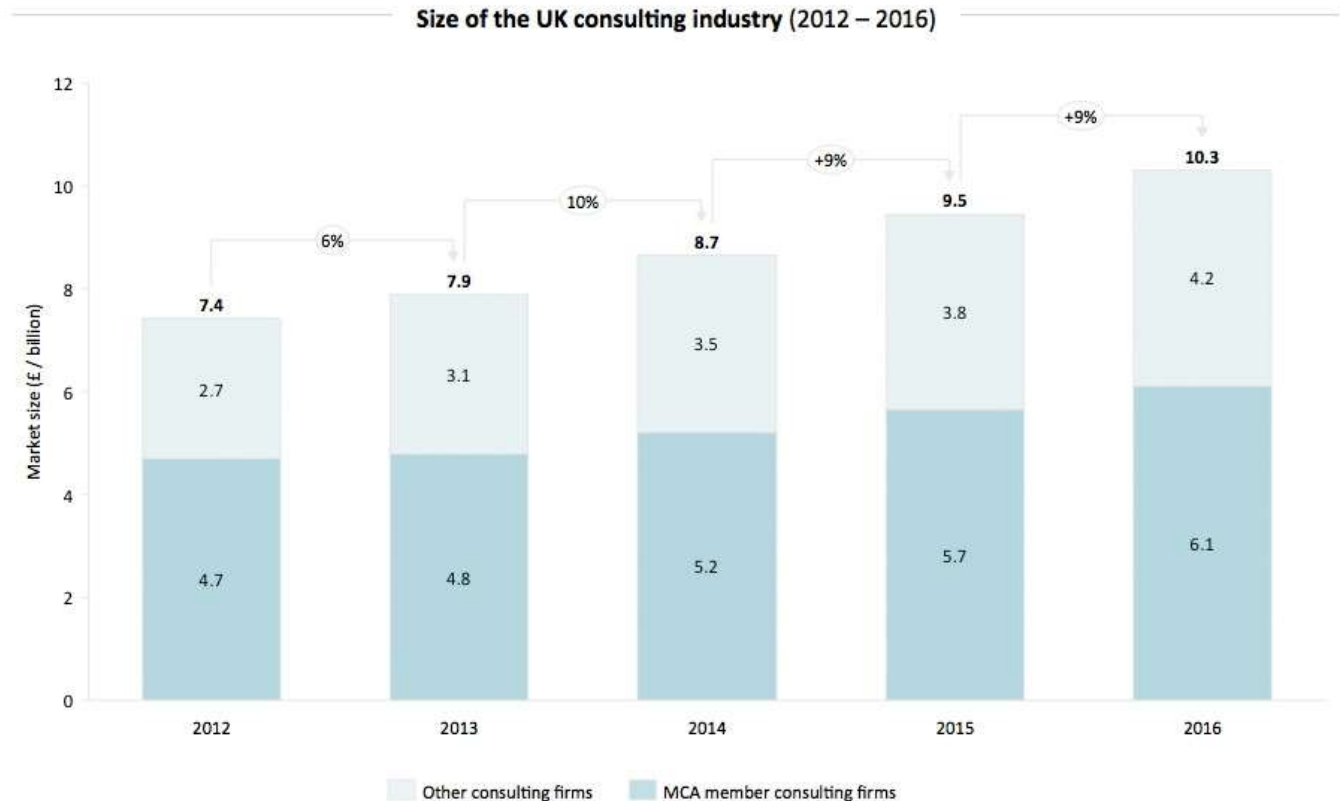


FIGURE 34, UK CONSULTING MARKET GROWTH (CONSULTANCY UK, 2018)

Clients

There are 23 major universities in London, 8 of them have a management development programme. Most of the universities are located in inner London, especially in the district Westminster. In London there are around 50,000 companies in the consultancy sector (Office for national statistics, 2018). It is unknown how many have a management development programme. The most consultancy companies are located in the districts Lambeth and Southwark. Those districts are in the south of Inner London. The number of start-ups in London is 137,000 in 2014 (From student to startup, 2014). 33% of the start-ups in London are located in the north-east of great London and 25% of the start-ups in the south-west of inner London (From student to startup, 2014). According to the ranking made by eu-startups.com London is the best city for start-ups (Ohr, 2017).

3.1.19. MARKET GROWTH

It is hard to predict the growth of the consulting industry. That is because of the Brexit. Most of them think it is too early to say something about how it will influence the consulting industry (Inside Careers, 2018). The thoughts about the Brexit are different between the management consultancies (Consultancy.uk, 2017). As seen in the figure below. 94% of the consultancies do not think the Brexit vote has a positive effect on the growth of clients (Figure 35).

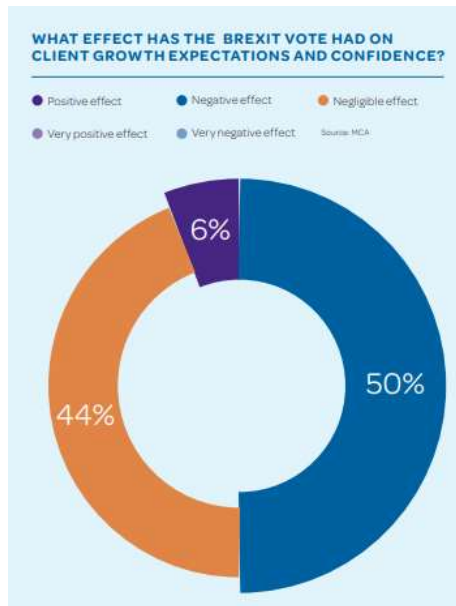


FIGURE 35, EFFECT OF THE BREXIT
(DELTEK, 2017)

Education and training

A positive aspect of the management consultancy sector for the Performeasure Assessment is that consultancy companies are undertaking more education and training programmes. From 2014 to 2015 it rises with 32,7% to an average of 69 hours of training per persons a year. It is on the same level of training and education as the IT-consultancy (Deltek, 2017). This is a great possibility for the Performeasure Assessment.

3.1.20. CONTACTED CLIENTS

A total of 21 potential clients in London were contacted. All of those clients can be divided into the three different categories.

Consultancies

The different between the contacted consultancy companies are big. Some have only two or three employees and some are large international consultancy companies.

1. The Management Centre

The Management Centre is an international consultancy, works in 53 countries across the world and trained 20,000 managers in the last 29 years (The Management Centre, 2018).

Answer: No response

2. Hunter Adams

Hunter Adams is a big consultancy company in the United Kingdom and has a team of 70 professionals (Hunter Adams, 2018).

Answer: No response

3. TPC Leadership

Large international Consultancy with several locations around the world including two of the other markets (Paris and Amsterdam) (TPCLeadership, 2018).

Answer: No response

4. Cromwell European property group

It is an international consultancy with offices across the world (Cromwell Property group, 2018)

Answer: No response

5. IIR Management Development

It is one of the world's leading providers of career development training courses. (IIR management development, 2018)

Answer: No response

6. Kosmopolit Leadership Development

A big consultancy with offices in Switzerland, United States and Great Britain (Kosmopolit leadership development, 2018)

Answer: No response

7. Bain & Company

A big consultancy with offices in Europa, north & south America and Asia. (Bain & company, 2018)

Answer: No response

8. Olivier Mythodrama

Is a small consultancy and focus on maximise the leadership potential in organisations (Olivier Mythodrama, 2018).

Answer: No response

9. Paradox Partners

A small consultancy and experts in leadership development at senior level (Paradox Partners, 2018).

Answer: Interested in the technology (Appendix 5)

10. Allied London Development Management

A big multidiscipline consultancy with a management development service (Allied London, 2018).

Answer: No response

11. Gravity Training

A small consultancy focused only on developing managers and leaders. Worked with more than 100 organisations. (Meek, 2018).

Answer: No response

12. Inside Out Image

A young consultancy which is founded in 2011. It has different programmes to develop people on work related aspects with management training & development programmes (Inside Out Image, 2018).

Answer: interested in the technology but not relevant for the company

Universities

Of all universities in London eight were contacted. All of the eight have a management development programme.

13. London School of Business & Finance

A university with a management development programme of two weeks. It will keep managers up to date with all the recent trends (London School of Business & Finance, 2018).

Answer: No response

14. Imperial College London

A university with an Imperial Leadership and Management Development Programme. It takes 8 months to complete this programme (Imperial College London, 2018).

Answer: No response

15. SOAS University of London

This university has different management development programmes. Such as Managing Your Team's Workload and Identifying Team Member strengths (SOAS University of London, 2018).

Answer: No response

16. University of London

A university with a development management programme with an assessment at the end of the course (University of London, 2018).

Answer: Not interested. It is not relevant for their organisation.

17. The London school of economics and political science

This university provide a course that gives theory and practical tools for development management. It is possible to do a full-time course this takes twelve months to complete and a part-time course takes 24 months to complete (The London school of economics and political science, 2018).

Answer: No response

18. University of Westminster

This course focus on the international context. The duration of it is one year (University of Westminster, 2018).

Answer: No response

19. University of East London

The University of East London has a development management course which can be done full-time or part-time (University of East London, 2018).

Answer: Not interested in the technology.

20. City University of London

A Leadership and Management courses which has a duration of 10 weeks (City University of London, 2018).

Answer: No response

Start-ups

There are no start-ups with a management development programme in London. But because mediation has a positive effect on the brain integration, a transcendental meditation teacher is contacted.

21. Transcendental meditation teacher

Practice meditation since 1978 and gives for three years lessons. Gives lessons to individuals and to groups (Appendix 6).

Answer: Could be interested in the meditation sector

3.1.21. ENVIROMENT

A new company has to be register as a sole trader, limited company or partnership before it can do any kind of business activities. All registered companies are checked by the Companies House of the United Kingdom. The Companies House falls under the remit of the Department for Business, Energy and Industrial Strategy (GOV, 2018). Licences and insurance are required for the company, it really depends on the activities of the company what kind of licences it needs (GOV, 2018).

The Brexit has impact on the businesses in the United Kingdom and London. Prices of import and export will increase, because the potential loss of Britain's tariff-free status with the European Unit members (Amadeo, 2018). Also 5,000 to 13,000 jobs could be lost in the whole United Kingdom (Contiguglia, 2018).

1.16. SUMMARY INTERVIEWS

Two consultancies (Paradox Partners, TPC Leadership), one start-up (Ulrich Schubert) and a meditation teacher (Barry Spivack) are interviewed. With those interviews, there is a better understanding of the market potential for PAME.

Three interviewees have management development programmes. The meditation teacher doesn't have special management development lessons. Ulrich Schubert has standard programmes for small and medium companies, usually for groups. TPC Leadership has standard leadership development programmes but they are adapted to fit the client's needs. They offer programmes for groups and individuals. TPC Leadership is using an EEG during the programmes as a tool to find brain development. Paradox Partners has special made programmes for the clients, it is based on the demands. Such as is it for a team or an individual. They also offer standardized programmes for groups.

The two consultancies and the start-up use already existing evaluation programmes or methods to analysis their programmes. The meditation teacher doesn't use an evaluation method. Ulrich Schubert use happy sheets, subjective, to evaluate their programme. TPC Leadership uses questionnaires, subjective, to evaluate their programmes. Paradox Partners uses to evaluate their programme a combination of subjective (questionnaire) and objective. The objective evaluate is based on goals the team or individual wants to reach which can be expressed in numbers.

All the four interviewees are interested in the Performeasure Assessment but only Paradox Partners would use PAME. Ulrich Schubert thinks about doing something similar as PAME. TPC Leadership wants to use the Performeasure Assessment to find the difference between their programmes. And the meditation teacher thinks it is interesting to evaluate the meditation lessons with the Performeasure Assessment.

1.17. Competitor overview

From the research done in the four cities it can be said that the PAME has no direct competitors as the product is new to the world by nature.

What was learned from the interviews, competitors don't use EEG scans with the purpose of evaluating management development programs at the moment even though they are really interested in doing so. They asked several questions about the service like How much does it cost? How long does it take to do one analysis? or how big the gadget is?

The tools that Ulrich Schubert (8.4) uses for instance are "happy sheets". As it was described at the beginning of the report those happy sheets are not an objective way to evaluate (1.1.7) the performance.

Moreover, most large companies have their own evaluation programs to evaluate their training programmes (Appendix 3). Mostly with standardized questions and interviews with their clients.

Sarah Strawisky, Senior Research Associate at the Centre for Creative Leadership, a company with a lot of online courses on management improvement. She has been evaluating their programs with data and questions (Stawiski, 2017).

The interview with TPC Leadership showed that companies are already using EEG tests to measure brain development however, no one has used the machine for the purpose of evaluating their courses.

Looking at PAME, it can be concluded that it is an innovative gadget not existing in the market nowadays. It is a tool that will provide something that competitors don't have at this moment and this would be a major advantage for the PAME. However, there are still some things that we cannot supply with the PAME and the competitors can supply. For instance, the questionnaires answered by the trainees can be answered at any moment and from home, and they take less time. On the other hand, the PAME takes more time and requires an expert to use the service during the evaluation. However, through our new to the world product, we aim to provide an extremely differentiated product.

Comparing it with the ROI model of analysis, it focuses more on the economic part rather than the brain improvement, so both models could be complementary.

In conclusion, the PAME has an advantage respect the other methods of evaluation because it is an objective way of measuring the brain development on a deep level, although the evaluation takes more time and the process of setting the helmet is quite tricky.

4. DISCUSSION

The discussion is based on the gathered data. This is not enough to claim a complete picture of the markets; however, this will be assumed. The markets will be compared in the first part of the discussion. Followed by a general trend in all the different cities. To know the strong and weak points of PAME a SWOT analysis is included in the discussion. The last part of the discussion consists in an overview of the contacted companies and their response.

1.18. COMPARISON OF THE MARKETS

The table 3 is a sum up of what is in the result part. Except the GDP of each city, every data you will find there can be found in the diverse sections of the corresponding city. The number of employees has been calculated in the knowledge gathered about the percentage of employment in Spain (cf. Appendix 8).

	Amsterdam	London	Paris	Barcelona
GDP of the city (Wikipedia, 2018)	154 (2015)	879.5 (2016)	850 (2016)	167.8 (2015)
Investment in the city (in billion €)	13		19.2	(The investment in Catalonia has decreased by 62% in 2017)
Employees in consulting firm	23 000	135 000	41 760	24 500 ²
Consulting companies	10 000	50 000	16 704 ¹	9800 ¹
% of service companies working in coaching			40%	27.6%
Consultancy companies' value in the country (in billion €)	2	11.3	4.5	1.3
Consultancy company's growth in 2017	+3%	+9%	+6%	+6%
Growth of consultancy company's superior as GDP growth	YES	YES	YES	YES
Average hours passed on training by employees	30	69	22	58
Ranking of the city in eu-startups.com	4	1	3	5
Number of business and management universities	6	23 (major universities)	57	14
Environment of the countries	Positive business environment	Brexit	Positive business environment	Catalonia independence movement

TABLE 3, SUM UP OF INFORMATION FROM THE DIFFERENT CITIES

¹EXTRAPOLATION FROM THE AVERAGE RATIO (2.5) BETWEEN EMPLOYMENT AND NUMBER OF CONSULTING COMPANIES (USING AMSTERDAM AND LONDON DATA) ²DATA EXTRAPOLATE IN BARCELONA SECTION (3.1.6)

The knowledge gathered in London and Amsterdam can be used to get an idea of the number of companies in Paris. The ratio between the number of companies in consultancy and its employment is 2.7 for London and 2.3 for Amsterdam. It gives an average of 2.5 and so a number of 16 704 consultancy companies for Paris and 9800 for Barcelona. This number for Barcelona can be surprising due to the fact that there are more employments in Barcelona than Amsterdam but less companies, but it is a logical number because there are a lot of one-man business in Amsterdam.

4.1.1. CONSULTANCY OPPORTUNITY

It is interesting to note that the Table shows that GDP is not relevant to learn about the market opportunities in consultancy. Even though Paris and London got the highest GDP, the efforts they put in the consultancy fields are way different.

London is definitely the city for consultancy companies. With over three times employment of Paris and 5 times for Amsterdam. It is the main European for advisement jobs.

London has the largest consultancy value currently with 1.2 billion euros followed by Paris (4.5 millions), Amsterdam (2 millions), and finally Barcelona (1.3 millions).

London is also the city with the highest growth with 9%, followed by Paris and Barcelona with 6% and finally Amsterdam with 3%.

Finally, the average hours pass on training by employees is a good indicator of the will of each country to develop their management. London keeps this will to be a European hub for consultancy and coaching and pass 69 to train their employees. Barcelona is also close with 58 hours of training whereas Amsterdam is at 30 hours. Finally, the average for France is only at 22 hours per employees.

As it shows in the table, all of the four cities are in the top 5 of the best European cities for start-ups (Ohr, 2017). Therefore, it is interesting for developing consultancies, and so on interesting for the technology and the service.

The universities are well-developed and numerous in Paris and London. For Barcelona and Amsterdam there are fewer of them but are still present. As a result, there are plenty of options for the PAME to be implemented and developed.

Currently London is clearly the best choice to develop a service or a product in management but due to the Brexit, the evolution of London will certainly fluctuate. It is in fact one of the most uncertain market studied that far.

This table reveals that there are cities which are interesting for the development of the technology. Paris, which is way above London in market value and growth, is still an important market. Amsterdam and Barcelona are both possible markets. Catalonia situation is not the best, and so on, is Barcelona. However, it is still interesting due its fast growing. In Amsterdam we observe that the consultancy market is not that important, and it is not growing fast compare to other cities but got a stable situation.

4.1.2. GENERAL TRENDS

From the Table, there is a distinct trend concerning the progress of consultancy companies. All of the four cities have an increase in their market value in consultancy. Over the last years four, this market is growing constantly.

It is also important to note that all of the market growth for consultancy in these cities are higher than the GDP growth. So on, there is a clear will of every companies to improve their management.

Paris, Amsterdam and Barcelona are the right place to begin a start-up and to develop it. They are numerous and diverse. But only a few start-ups are working in consultancy market.

1.19. SWOT analysis

To see why some companies are interested and not interested in PAME a SWOT analysis can help to define the strong and weak points. The SWOT analysis make it possible for the improvement of PAME to make the strong points even better and the weak points disappear

4.1.3. STRENGTHS

PAME is a very innovative service. There are no similar products in the four European markets. This is good information for using PAME, it opens a lot of options in those four markets.

PAME is a service that allows the companies to get objective feedback on the training that they provide to their employees. This way, they would be able to know if the money that they are investing in management development programmes is worth it or not. And if they consequently make necessary changes to improve their programmes.

4.1.4. WEAKNESS

PAME measurement takes approximately 40 minutes each time, without analysing the data by an expert. According to the interviews (Appendix 3,4,5 and 6), this might be too long for a manager. PAME is a complicated evaluation method and because of that, people can be less interested in using it.

Regarding to the EEG scan, it is too expensive, especially when it comes to start-ups. Consulting firms seem more willing to spend money on EEG, since they are already using scans. Moreover, EEG scans must be improved if the managers want to use it. It takes a lot of time to put the sensors in the right place. If the preparation time would be less, managers could be more interested in using it.

4.1.5. OPPORTUNITIES

There is no other company using an EEG scan to evaluate their management development programmes. But TPC Leadership is using the EEG scan but for other purposes (appendix 3). All four companies, that were interviewed, are interested in the Performeasure Assessment so there is a great possibility that there are more companies interested in using it.

Other good trends for the PAME and the Performeasure Assessment are that the economy of the markets related to management is growing. The number of employees following a management development programme is increasing also the hours of training per employee is growing (Deltek, 2017). This means more evaluation is required. And maybe the biggest opportunity of

the Performeasure Assessment is that it could be used in other profitable activities, apart from management development programmes.

4.1.6. THREATS

PAME is a great way to evaluate a management development programme, but there are external factors that could influence the brain during the development programme. Such as alcohol use (Oscar-Berman & Marinković, 2007) and lack of sleep (Perry, 2017). Also, privacy laws may be an inconvenience.

1.20. OVERVIEW CONTACTED COMPANIES

The total amount of the contacted companies in the four markets is 56 companies. 25% of all contacted companies responded. In total seven companies are interested in the Performeasure Assessment. But only one is interested in PAME. In total four interviews have been done. The response rate is too low to say it is the whole market. The average response for a telephone survey is 18% (Lindemann, 2018). 7% of all the companies contacted are interviewed by telephone (Figure 36).

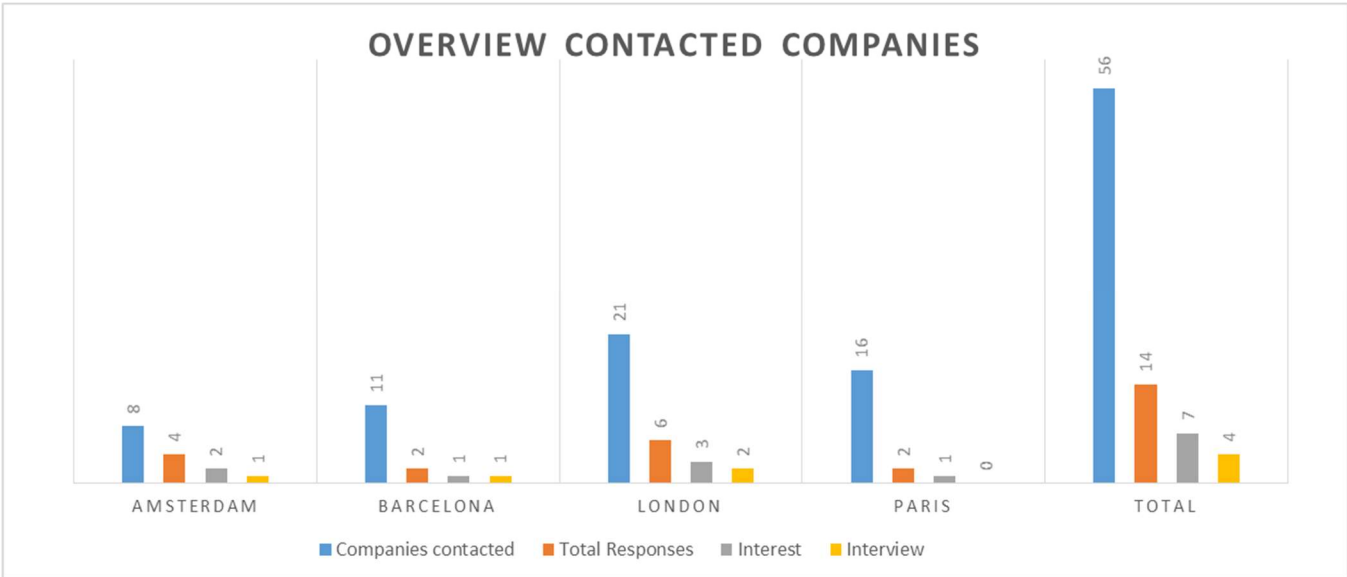


FIGURE 36, OVERVIEW CONTACTED COMPANIES FROM EVERY MARKET

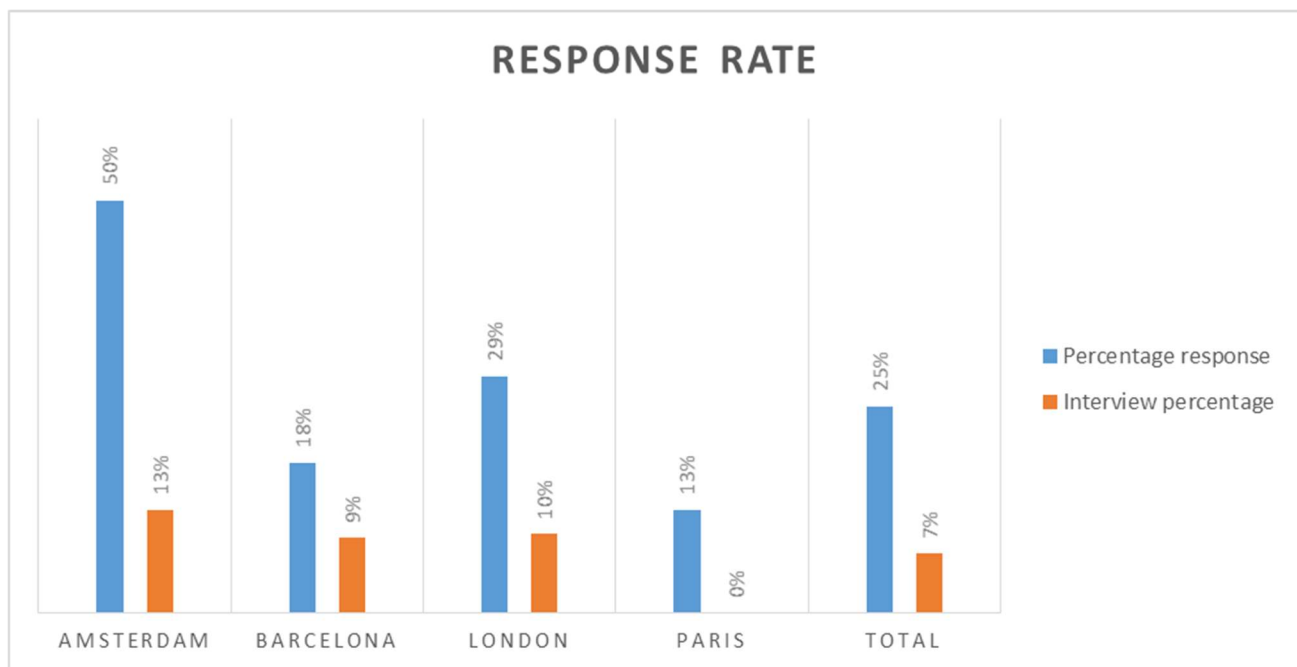


FIGURE 37, RESPONSE RATE OF EVERY MARKET AND TOTAL

Amsterdam has the highest response rate with 50%, followed by London (29%), Barcelona (18%) and Paris (13%). Amsterdam has also the highest percentage of interviews with 13%. London had two interviews (10%), both of them were contacts of the supervisor. Barcelona (9%) had one interview and Paris did not had an interview (0%) (Figure 37).

In total four universities, eight consultancy companies and two start-ups has responded (Figure 38). No university is interested in PAME or the Performeasure Assessment, five consultancy companies and two start-ups are interested in the Performeasure Assessment. 66% of the respondents from the consultancies in Amsterdam and London are interested in the Performeasure Assessment. One consultancy in London is interested in PAME. In Barcelona and London are 100% of the start-ups interested the Performeasure Assessment. For Paris only two consultancy companies have responded and one of them is interested.

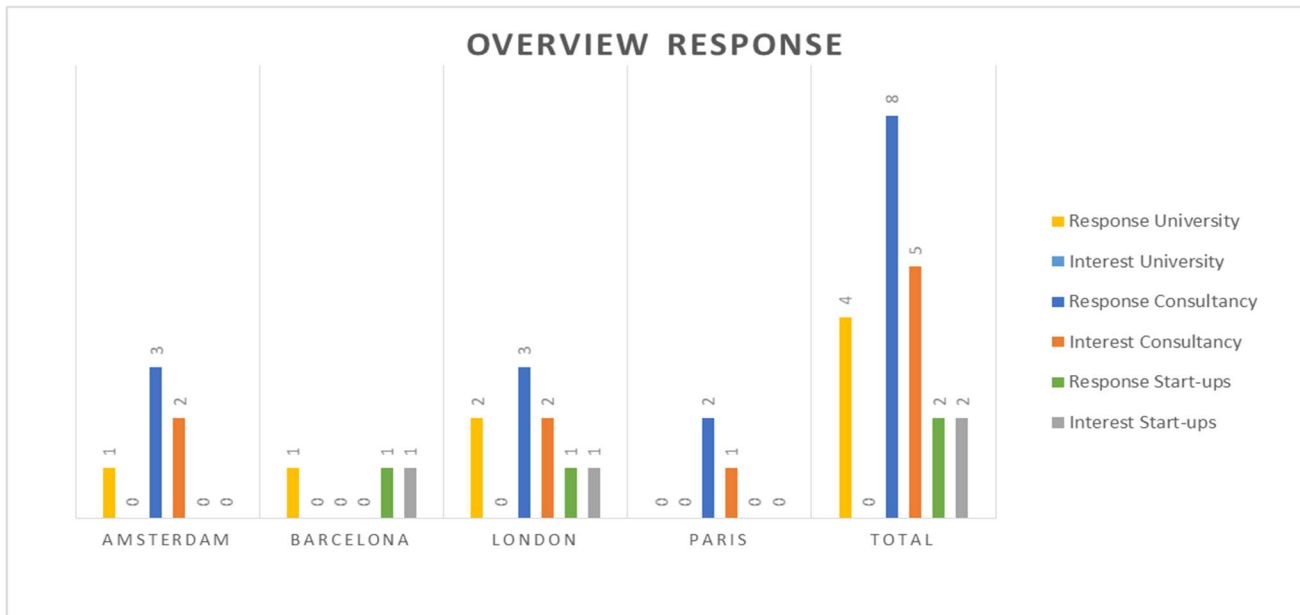


FIGURE 38, OVERVIEW RESPONSE

The response rate is low because companies, these days, are busy with their own work. If they do not see something in it that is useful for themselves or for the company, they are not going to spend time on it. Somethings to improve the response rate is to give the companies a reason to respond. For example, if the company respond, they will get the first evaluation for free. Or a white book with information in it, how it works and what the benefits are for them. Another possibility to get more information about the companies without the response of them is to add to the mail a confirmation of reading. This allows you to say if the company has read it or not.

1.21. CROSSING INFORMATION FROM THE INTERVIEW AND THE RESEARCH ON EACH CITIES

In this section, the information gathered through the interview from the section 1.16 will be added to those of the section 1.18, corresponding to the desktop research of each city.

4.1.7. MARKET PLACE

Taking into account the information from the interview and by crossing them with the one from the different city (4.1.1), a conclusion can be made on the choice of the development of a service.

Due to the situation of the London, and the Brexit, it is not a good choice to develop the Performeasure Assessment there. Paris is, therefore, the best choice for now. Amsterdam and Barcelona are still interesting for the PAME. However, with the interview conducted during the project with the potential clients of Amsterdam, Barcelona and London, there is no point in choosing one city in particular. All of the cities are similar in management development and are all interested in the Performeasure Assessment. Therefore, it is interesting in fact, to develop it in a European city where it will be easier to expend the business and where you have a good stability.

4.1.8. CLIENT CHOICE

The response of the potential clients (1.20.) shown that there was not that much of interest of the university to use the Performeasure Assessment. Only a few had responded (4.3.) and all of them were not interested in an EEG scan, which leads to making the main part of the Performeasure Assessment useless for them.

Concerning the start-ups, the section 4.1. shows that the cities picked are interesting for developing a product. However, the contact of Barcelona has shown that it will be too expensive for a start-up. As mentioned earlier, Harald had the idea to sell the Performeasure Assessment for a cost between \$500 and \$1500 depending on the number of participants, which is a lot for a start-up. For the PAME, the analyse has to be done twice, which make them even more uninterested. Plus, there are insufficient number of them to be take into account for the development of the Performeasure Assessment. Therefore, it is not the right client to pick.

So on, the only type of client who is the consultancy companies. As it has been written on section 3.5., one consultancy is interested in the PAME service. It will have to be redesigned to fit with more consultancy, but for now it is not interesting for the consultancies, due to its duration; but they are still interested in the Performeasure Assessment. A deeper analysis is required to understand what kind of service would fit them using the technology.

5. CONCLUSION

At the beginning of the market analysis some goals were stated that were depending from a main one: Analyse four European markets for the potential to use the Performeasure Assessment to assist in the evaluation and improvement of management development. It is worth stressing that despite the difficulties that the information research implied, few information about evaluating management development programs was available or was a pay to view document, the objectives of the study have been successfully achieved. Furthermore, five interviews were conducted, and the conclusions of the report are done assuming that these interviews are representative of the markets. In order to carry out the market analysis, some key elements were exhaustively analysed. The objectives have been studied one by one.

Firstly, was concluded that Companies, indeed are looking for objectives ways to evaluate their management development programs. On the other hand, it was concluded that the ideated service, the PAME, is not interesting for companies because of its high price and too long run time, also the service needs to be easy on the eye of the managers, something that it is not available yet. This should require going back to the point number two of the VPD model and redesign the service.

Secondly, according to the data, it was concluded that the best market to start a business should be London. Nonetheless, Brexit prospects make it a less attractive option and the stakeholders should start a business in a European Union level since the markets are in a positive growing and they all behave in the same way, with options to expand the business to countries such as Italy, Germany or Luxemburg or Belgium and so on.

Thirdly, it was proven that the perfect clients for the Performeasure Assessment would be consultancies inasmuch as start-up cannot afford the service, universities are not interested in EEG and consultancies have both interest and the money to use it.

1.22. RECOMMENDATION

This section consists on some suggestions for improvements of the market analysis of the Performeasure Assessment that have not been studied in depth in the report.

As it was seen in the conclusions, even though the Performeasure Assessment seems interesting for the companies, the PAME is less interesting for them. This makes us think that some changes should be applied to the PAME.

5.1.1. REDESIGN

The biggest concerns that we got from the interviews were that the managers don't won't to spend a lot of time during the evaluation and that the helmet must appeal them. Moreover, companies contacted such as Ulrich Schubert implement short training programs and think that their training would not affect the brain in a deep level.

To improve this some aspects of the service should be improved or redesigned. Some suggestions would be to focus on trying to reduce the measuring time, currently is 40 minutes and managers don't won't to spend so much time in evaluation.

Another approach would be to completely change the hole service. It could be also smart instead of focusing on evaluating management development programs to use the Performeasure Assessment for other purposes.

5.1.2. CLIENT CHOICE

The client needs to be narrowed down further even though the choice to choose managers was the right one, a more narrowed version needed to be created to properly executed the market analysis. We therefore recommend sticking with the category managers but narrowing down this group further in later research. The service that the managers will use however needs to be changed as the PAME is not the right fit for the Performeasure Assessment.

5.1.3. INCENTIVE

Most of the responses on the e-mail where of companies saying they either didn't have the time or their policy is to not participate with market analysis. However, companies can be persuaded to participate with an incentive. This can come in the form of a discount on the service when it gets to the market or to offer companies what is called "White-book", which is a free detailed description of the service.

5.1.4. READ RECEIPT AUTOMATIC RESPONSE E-MAIL

Microsoft Outlook provides an option to get an automatic response when an e-mail is opened. As is seen in the discussion and conclusion, it's difficult get any useful data from a no response. This is however most likely to happen for most contacted clients. An automatic response e-mail can however provide data on the interest of a client. Because this allows the possibility to make a distinction between clients how haven't read the mail and those who aren't interested.

1. On the **File** menu, select **Options > Mail**.
2. Under Tracking, select the Delivery receipt confirming the message was delivered to the recipient's e-mail server or Read receipt confirming the recipient viewed the message check box.

Word map

The word map as shown in Table 4 is the word map used by this project group in the general market research. The fourth and final recommendation is to expand on this map and use it in further research to find the right search terms.

Program Consulting Executive coaching and leadership development	Improvement Amelioration Development Training Coaching Enhancement	Paris Barcelona Amsterdam London	Start up Start-up Start-ups University Universities Consultancy Consultancies	Evaluation Estimation Analysis
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TABLE 4, WORD MAP OF RESEARCH

6. Reflections

All of our backgrounds are within the engineering field this meant that the market analysis was out of our comfort zone. This made the project interesting and challenging as it helped us improve our group working skill as well as our learning and communication skills.

1.23. OUR TASKS

For the project we used the value proposition design this is a book that helps with the design process for the service. For this we had to make a canvas based on the technology and the chosen customer. This helped us design a service based on the Performeasure Assessment for the right client. The book was a useful guide for the project it was however sometimes difficult to translate the broad wording of the book to specifics for our project. For this we used additional information in the form of interviews with fellow students both here in Oslo and back home to get an idea of what to do. All of these students had done a market analysis before.

1.24. OUR GAINS

At some of the quite moments between work we occasionally discussed what we had learned from the course, we realised that it was actually a lot. Our gains have mostly been with project management and group work, but we have learned something about starting a business as well. From the market analysis we have learned that it is important to start quickly and get as much information as you can get. Furthermore, we learned how a group can be organized within different situations. Like most students we had a lot of work to do in the last couple of weeks this meant that there was a lot of pressure but by structuring the work and dividing it afterwards we were able to finish everything within time. The planning and communication within the group is something that became better over time.

1.25. OUR PAINS

There were however a couple of things that went wrong, most notably our communication with the supervisor at the beginning of the semester. We only had one meeting and this was three weeks into the project, this made it difficult to begin the project as we had no idea how to do the work. It is however safe to say that we knew that there would be a problem after this first meeting. The supervisor was not able to meet us anymore and our reaction to this was poor. By simply complying to the email contact deal we made after the meeting. We quickly fell behind on the work. There were some pains on the project size as well mostly caused by our own late start. Our biggest failure is the lack of interviews, the goal was two interviews in each city and this wasn't reached. With only two interviews from our own contacts and two via the supervisor it is safe to say that this wasn't enough. All of the late work and the lack of interviews made it hard to always be motivated for the project. The lack of motivation made the work all the slower and we found it difficult to motivate each other, but easy to drag each other down.

1.26. OUR FEEDBACK

This semester we have learned that leaving your comfort zone can (and in our case was) be incredibly exciting. It is however important to gather all the information quickly and to not let this be dependent on others. On the project size the lesson learned is; SEND EMAILS a lot of them the response rate is low, and it is therefore important to send a lot of them.

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8. APPENDICES

8.1 APPENDIX 1

The meeting with Arild from Align Management

What is Align Management?

(3 different level of organisations: Traditional, Collective, Learning)

Align management is a company which is improving the organisation of a company. What they try to achieve is to change the way of thinking of a company, to do improve a traditional management company to get into a more dynamic one. What is the traditional management? (low-level organisation, top-->down organisation)

--> Just working on individual task

--> The manager gives the task, worker don't really think about his job, because manager is doing it for him)

The next improvement?

--> Working with little group on different tasks

What is the Collaborative organisation?

--> Working with little group on task which are related to the different other groups

-->the members of the group pick their tasks

Learning organisation

--> self-organisation of each member of the company, people pick the tasks they are best for

--> Transparency about the information (everyone can get access to anything).



FIGURE 39, ALIGN MANAGEMENT MIND SETS (FROM HIS POWERPOINT)

What they are doing to achieve their objectives?

To get to their objective they are going step by step to the traditional to the learning organisation. (so, the first step is to know where the company is concerning its level of organisation...)

One thing they have notice: It's easier to achieve that with start-up; they are more likely to change their point of view. For the old companies, it may be harder because they are bigger and got a fix mindset (example: people who were previously worker don't want responsibilities and people who were manager don't want to get less responsibilities).

Align management got a tool, which allow them to interact with the client (to fix the objective). This tool will allow to go progressively into an open/transparent organisation and self-management.

Which part of Align Management we will improve?

The big difference between our products:

They are more practical, we are more fundamental

We are focus on individual (brain of each person), they are more focus on the organisation (how efficient they are right now)

Harald is thinking that if the individual is better, the company will be better, Arild thinks that if the organisation is ok, the company will be better. Both agree on the fact that we complete each other.

Harald thinks to complete the objective of Align management, you need a certain level of brain integration of the people so, this can be a tool of Arild to make his product better.

We can clearly improve the self-management. We can give an explanation about why some people are better on self-management and try to help Align management to work on individual (for now they are more focus on an organisation, and collaborative level).

People with a better brain integration will be more efficient in self-learning and to make their schedule. This will lead to a Higher level of trust in organisation.

For example: we can see if the meditation they recommend is effective and we can measure the management/consultant performance.

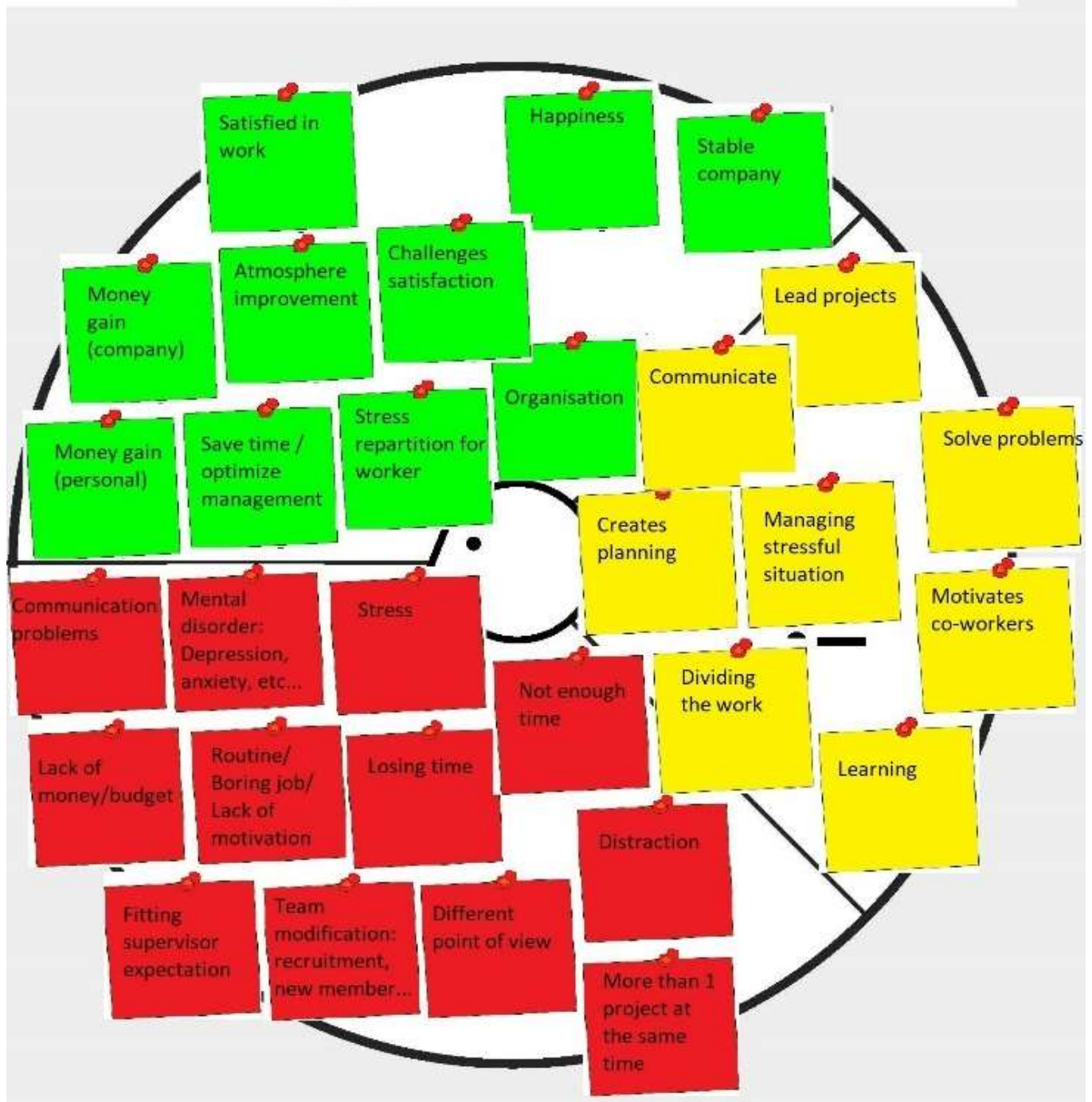
Some data

20% of people works against their company.

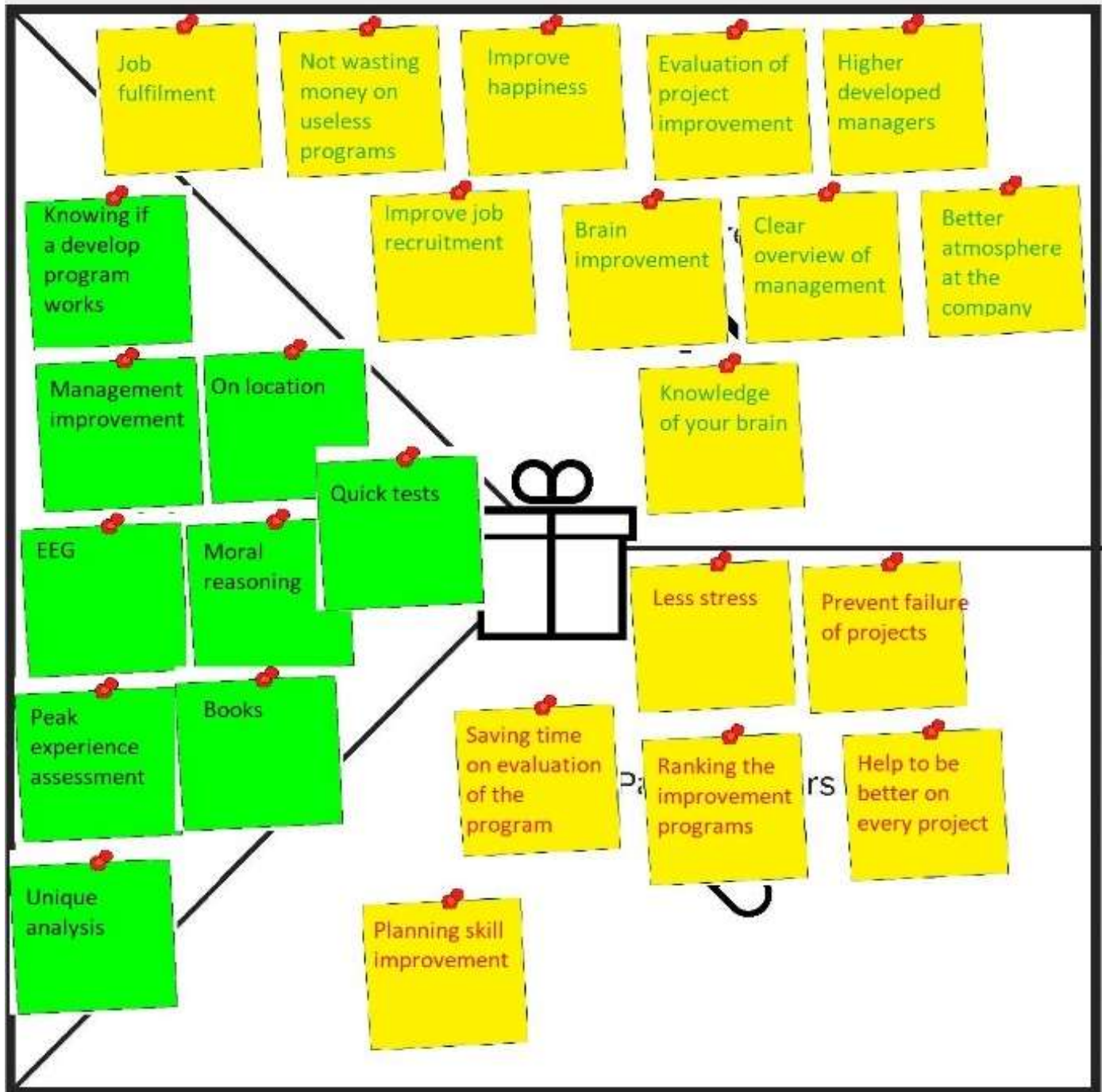
80% of total quality management project to improve are useless.

8.2 APPENDIX 2

Customer Segment **Managers**



The Performeasure® Assessment



Value map (ranking)

Products & services

1. Knowing if a develop programme works
2. Management improvement
3. On location
4. Quick tests
5. EEG
6. Moral reasoning
7. Peak experience assessment
8. Books
9. Unique analysis

Gain Creators

1. Job fulfilment
2. Not wasting money on useless programmes
3. Improve happiness
4. Evaluation of project improvement
5. Higher developed managers
6. Better atmosphere at the company
7. Clear overview of management
8. Brain improvement
9. Improve job recruitment
10. Knowledge of your brain

Pain Relievers

1. Less stress
2. Prevent failure of projects
3. Saving time on evaluation of the programme
4. Ranking the improvement programmes
5. Help to be better in existing project
6. Planning skill improvement

Customer profile (ranking)

Tasks

1. Lead projects
2. Communicate
3. Planning
4. Managing stressful situation
5. Solve problems
6. Motivating
7. Dividing the work
8. Learning

Gain

1. Satisfied in work
2. Happiness
3. Stable company
4. Money gain (company)
5. Atmosphere improvement
6. Challenges satisfaction
7. Organisation
8. Money (personal)
9. Save time/optimize management
10. Stress repartition for worker

Pain

1. Communication
2. Mental disorder: Depression, anxiety
3. Stress
4. Lack of money/budget
5. Routine/ Boring job/ Lack of motivation
6. Losing time
7. Not enough time
8. Distraction
9. Fitting supervisor expectation
10. Team: recruitment, new member...
11. Different point of view
12. More than 1 project at the same time

Interview Annelieke Jense TPC Leadership

On the ninth of November 2018 an interview with Annelieke Jense was conducted by Daniël Roose. The goal of the interview was to get a better understanding of the market in Amsterdam. The following is a summary of the interview.

1. Kunt u een korte beschrijving geven van wat u bedrijf doet?

Translated: Could you briefly describe what your company does?

Leadership development and coaching. The company has standard programmes, but all programmes are adapted to fit the client's needs. This means the company uses tailor made programmes for all of its clients.

2. Wat is u rol binnen het bedrijf?

Translation: What is your role within the company?

As a social psychologist she does team coaching, executive coaching and gives coach training.

3. Wat voor leiderschap ontwikkeling programma's biedt uw bedrijf momenteel aan?

Translation: What leadership development programmes does your company offer?

team coaching, executive coaching and coach training

4. Focust u bedrijf zich op Individuele ontwikkeling of groep ontwikkeling?

Translation: Does the company focus on individual development or group development?

Both, no special focus on either.

5. Evalueert u de uitkomst van de ontwikkeling programma's

Translation: Do you Evaluate the outcome of the development programmes?

Yes, all programmes are evaluated in corporation with their clients. This is done with questionnaire's these are all graded this way a clear indication of the success is given. This is something that is done for every programme every time, but it's not part of larger research for long periods of time spanning multiple clients.

6. Bent u geïnteresseerd in onze service voor de evaluatie van u ontwikkeling programma's?

Translation: Are you interested in using our service for the evaluation of your development programmes?

Not really excited, technology is interesting but not sure about the use. More use in finding difference between programmes to help TPC Leadership sell its programmes.

EEG is already used by the company as a tool to find brain development so technology isn't new and/or special.

She also wants to know the price before making a decision.

Interview with Ulrich Schubert.

On the ninth of November 2018 an interview with Ulrich Schubert was conducted by Marc Relats Camps. The interview was 11 minutes long the goal of the interview was to get a better understanding of the market in Barcelona. The following is a summary of the interview.

1. Briefly describe what your company does?

The company focuses on coaching and training programmes to usually groups of people. We work in a start-up. The company that works in Barcelona and in Vienna and he has 3 employers, we have been working since 2011.

2. What do you do in the company?

Basically, I do the trainings. I am psychologist and I work as a coach, so I do the trainings but also, I assess the managers if they have any question about the procedure.

3. What kind of management development programmes do you currently offer to your clients?

We offer usually programmes to small and medium companies. The programmes are 2- or 3-days personalised programmes in which they train skills, such as communication, presentation skills and so on. I don't see the point in using EEG scans for my programmes because I think that short courses don't cause impact on deeper brain structure.

4. Do you focus on individual development or group development?

Groups usually.

5. Do you evaluate the results of your management development programmes?

Yes, with what are called "happy sheets". We want to improve the evaluation, because it is not accurate at all. Sometimes we have very different opinions about the trainees, it is very difficult to get to a conclusion.

6. Would you be interested in using our service for evaluating your management development programmes?

Yes, I am thinking about doing something similar. Although managers don't want to spend a lot of time in the evaluation. Marc, I would like to know more about how the EEG works and also how expensive the PAME would be.

Interview with Charo Garzón, Paradox Partners.

On the sixteenth of November 2018 an interview with Charo Garzón, Paradox Partners, was conducted by Tom Kaal. The interview was 9 minutes long the goal of the interview was to get a better understanding of the market in London. The following is a summary of the interview.

1. Briefly describe what your company does?

Paradox Partners is a small consultancy company in London. The company is founded in 2015 and doesn't see it any more as a start-up. Paradox Partners focuses on development in leadership. To reach this goal they provided coaching and training programmes.

2. What do you do in the company?

I provide and give the training programmes. Also, coach managers, individual and teams.

3. What kind of management development programmes do you currently offer to your clients?

We make programmes based on the goals the managers want to reach. Such as time saving during tasks or communication important. Both for teams and individuals. We also provide a more standardized programme for groups.

4. Do you focus on individual development or group development?

Both, it really depends on the customer demands

5. Do you evaluate the results of your management development programmes?

Yes, all programmes are evaluated. Combination of subjective, happy sheet, and objective. For example, a team wants to save hours during the week, more efficiency, a few weeks after the programme we contacted the team and asks how much time the saved. It is hard to evaluate the programme because it is not black and white but a grew area. We change the programme after evaluating it if it is necessary.

6. Would you be interested in using our service for evaluating your management development programmes?

Yes, I am interested in using the services. But before using it I want to know more about PAME.

7. Is it important for you that the evaluation of your management development programmes are short? (Less than 20 minutes)

For me is the duration not important. It really depends if the clients have the time for it to do it.

Interview with Barry Spivack.

On the twentieth of November 2018 an interview with Barry Spivack, Transcendental Meditation teacher, was conducted by Tom Kaal. The interview was 7 minutes long the goal of the interview was to get a better understanding if meditation is an interesting market for the Performeasure Assessment. The following is a summary of the interview.

1. What do you do?

I am a Transcendental Meditation teacher. I practice meditation since 1978 and teach for around three years now. I teach persons to learn the techniques of Transcendental Meditation.

2. Are you connected to a company or organization?

I am connected to the Maharishi Foundation.

3. Do you teach groups or individuals?

I give meditation lessons for groups and individuals.

4. Do you evaluate the meditation lessons?

No, I don't evaluate the mediation lessons. I get somethings tips or advice from colleagues and persons I teach. But don't have a special program to evaluate or analysis if the lessons have effect on the persons. I do have meetings with other Transcendental Meditation teacher to talk about the meditation and how to improve it.

5. Do you think it is interesting for the meditation sector to evaluate the lessons with the Performeasure Assessment?

I think it is interested in the meditation sector to evaluate the lessons with the Performeasure Assessment. This will convince people that meditation is a good way to improve yourself and your brain. Also, will the give a better view about what improves when you are doing meditation.

**Your management development program
and**

The Performeasure® Assessment:

What's in it for me?

What really underlies high management performance?

If you are involved in management development programs, your success will depend on these programs being effective, i.e., that they really improve management performance of those taking part. However, there is considerable uncertainty as to what management development programs really works. Usually these programs are based on providing facts and theories about how to behave as an effective manager. But in the behavioral sciences there is typically a great gap between “know-what” and “know-how” - between theory and reality.

The reality revealed by research is that factors commonly thought to underlie top performance in fact cannot explain greatness. Factors like level of education, work experience, or the size of incentives. To illustrate, studies summarizing research on millions of people in thousands of research projects shows that the number of years of education accounts for only 1 per cent of performance levels, work experience only 3 per cent, and age in adults 0 per cent.

There is a saying “practice makes perfect.” This saying was appropriate in earlier times when simple, manual work dominated in society - like carpentry, shoemaking, and baking. However, the situation is completely different in knowledge work, which is becoming more and more common. For example, today’s management is characterized by increasing levels of complexity and speed of change. Each situation is a new situation that requires careful analysis. This is why practice is reported to have less than 1% effect on the performance of knowledge work.

There is another myth about high management performance. Namely, if you want people to improve their performance, give them an incentive, usually money. However, the role of incentives in performance depends on the type of work. If you’re building a wall, incentives can help drive performance. But if you’re building a company, incentives can actually be detrimental, research shows. The problem is that high-performing people tend to be intrinsically motivated (driven by search for meaning, happiness, passion, and competing against oneself), while money is an extrinsic motivator (winning, money, fame, power, and competing against others).

Integrated brain functioning is key

Our brain underlies all our thoughts, feelings, and behavior. Studies show that the key to peak performance is integrated brain functioning, as measured by EEG (Electroencephalography). What this means is that the top-performing brain is more coherent. The various parts of the brain, each of which has different responsibilities, are collaborating in a better way - like if the employees of an organization are communicating and collaborating in a good way, the organization will perform on a high level. The high-performing brain is also more relaxed and wakeful, and more efficient (using less energy to perform a task). These three brain measures have been combined into the Brain Integration Scale. Research has shown that successful top-level managers scored about 60% higher than low-level managers on this brain measure.

This suggests that to significantly improve your management performance you have to refine the way your brain works. Brain development is programmed into your genes and takes place during childhood and youth, but this development almost always stops

in the early twenties. That is why education and age in adults have almost zero effect on performance, as noted above.

The Performeasure Assessment

To get a picture of what really underlies performance, The Performeasure Assessment has been developed. This measure consists of three components:

- * Brain Integration Scale
- * Psychological maturity as measured by moral reasoning
- * Frequency of peak experiences (the “zone” - the happiest and fulfilling moments in our lives)

Research has shown that high performers in management, sports, and music all score significantly higher than average-performing controls on The Performeasure Assessment. This measure of the one “active ingredient” in high performance - the level of mind-brain development - thus provides a holistic and reliable measure of what really underlies performance. It can thus be used to assess to what extent your management development programs refine the brain and improves the psychology for the participating managers.

Research described in two books

The Performeasure Assessment and the research behind it is described in the book: Harung, H. S. & Travis, F. (2016). Excellence through Mind-brain Development: The Secrets of World-class Performers. Routledge, UK. This book can be ordered from www.brainintegrationsystems.com. A readable short book on World-Class Brain by Harung, H. S. & Travis, F. (2018) is available on www.amazon.com.

Enormous unused human potential

It is commonly accepted that we as humans typically use only a small percentage of our mind-brain potential. The good news is therefore that there exists an enormous potential for manager and employee development. The above books describe research-based methods to enjoy mind-brain development throughout life. When these practical methods are combined with existing programs for management and employee development, it is likely that better results could be obtained from such programs.

8.8. APPENDIX 8

Calculation of the workers in the consultancy sector in Barcelona.

There was no data available about the people working in the consulting industry in Barcelona, but there were data available in Spain, so a calculation was made to approximate the number of workers.

The calculation was the following one.

170,000 workers in the consultancy sector in Barcelona / 19,360,000 total workers in Spain = 0.0008657 percentage of workers in consultancy sector in Spain.

Supposing that this relation would be the same for Barcelona. Multiplying this factor for the number of workers in Barcelona we get the number of workers in the consultancy sector in Barcelona.

$0.0008657 \times 2,796,200 = 24,553.41$

